



Republic of Somaliland

Ministry of Planning & National Development

NATIONAL PLANNING POLICY

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NATIONAL PLANNING POLICY OF SOMALILAND

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ABBREVIATIONS AND ACRONYMS

GoSL	Government of Somaliland
CSOs	Civil Society Organizations
NPC	Somaliland National Planning Council
MoPND	Ministry of Planning and National Development
MoFD	Ministry of Finance Development
MoTI	Ministry of Trade, Industries and Tourism
MoA	Ministry of Agriculture
MLFD	Ministry of Livestock and Fisheries Development
MoEM	Ministry of Energy and Mineral Resources
MPTFs	Multi Partner Trust Funds
NDP	National Development Plan
NGOs	Non-Governmental Organizations
PFM	Public Financial Management
RBM	Results Based Management
RDP	Reconstruction and Development Plan
SDF	Somaliland Development Fund
SDGs	Sustainable Development Goals
SNV	Somaliland National Vision
SSA	Somaliland Special Arrangement
WASH	Water, Sanitation and Hygiene

FOREWORD

Somaliland is committed to sustainable development and to ensuring the promotion of an economically, socially and environmentally sustainable future and national well-being. Achieving sustainable development means that the planning system has three overarching objectives, an economic objective, a social objective and an environmental objective which are interdependent and need to be pursued in mutually supportive ways. These pillars of sustainable development encompass Somaliland's National Planning Policy.

Somaliland National Vision 2030 and Somaliland National Development Plan 2017-2021 set out a program of initiatives aimed at maintaining a balance between the country's development needs and ensuring sustainable prosperity for future generations. The National Planning Policy presents a logical organization of activities towards the achievement of the vision 2030. It is an effective planning and budgeting instrument for the country as it sets out clear guidelines to be undertaken to harmonize National Development Plans and the annual budgets at district, regional, sectoral and national Levels. It provides the bases for effective planning and allocation of resources to the development agenda of the country.

Somaliland currently requires a clear National Planning Policy which contains long-term plans and a perspective vision to articulate the country's strategic development objectives and priorities against which the strategies for implementation of national and annual development plans would be anchored. Planning policies and decisions should play an active role in guiding development towards sustainable solutions, but in doing so should take local circumstances into account, to reflect the character, needs and opportunities of each area.

The National Planning Policy presents a synchronized and holistic approach to development planning intended to deliver long-term development aspirations of the nation. The framework embodies the long and short-term development planning approaches to be exercised by different actors at different levels of national administration. It provides for the co-ordination of national planning and budgeting functions and processes participation of stakeholders in the planning and budgeting process for transparency, accountability and ownership of national development plans and provides for the effective institution arrangement in the development, implementation and monitoring and evaluation of development plans and budgets.

The process for preparing the National Planning Policy has involved various stakeholders and institutions, and their efforts and contributions are acknowledged with great gratitude. The National Planning Policy has been developed based on best practices as applicable under our local conditions, it blends our local experience with lessons learnt from other countries especially the emerging economies of our continent of Africa.

In conclusion, the implementation of the National Planning Policy will depend on the commitment of all stakeholders and institutions, I, therefore, encourage every one of us to put in every effort to the successful implementation of the Policy.

Minister of Ministry of Planning and National Development

1. INTRODUCTION

Somaliland has made remarkable progress across the spheres of politics, security and socio-economic development since declaring independence in 1991. Emerging from a conflict with cities and integral government structures destroyed and social services in health and education were basically non-existent, the country has experienced tangible development through decades' long commitment to the principles of democracy, peace and security. However, despite these successes and great strides, significant development challenges still remain to be addressed by the Government of Somaliland.

The major tasks confronting Somaliland include the achievement of economic independence, overcoming backwardness and the implementation of socio-economic transformation. Market mechanism alone cannot accomplish this task. Therefore, it is necessary to establish a policy and regulatory framework pertaining to national planning. These objectives should be delivered through the preparation and implementation of national development plans and the application of the National Planning Policy.

The absence of National Planning Policy and National Planning Act has resulted in an unclear national planning process, ineffective implementation of the national vision, the national development plan and sector strategic plans. It has also caused the district development plans to be disconnected from the national planning processes.

The National Planning Policy's approach to development planning is highly iterative, participatory and inclusive and it provides the necessary linkages between planning and budgeting. The National Planning Policy is designed to guide the processes used to plan, implement, monitor and evaluate National Development Plans.

The National Planning Policy prescribes the various categories of development plans, the corresponding planning stages, the roles and responsibilities of different actors and the respective planning time horizons and cycles to be followed. The policy framework also outlines the processes through which plans produced by sectors and decentralized planning systems, will be integrated into the National Development Plans.

It conducts a review of the existing planning system, describing the main institutions and national planning framework. The governance of national planning in Somaliland is hierarchical with the main actors being the National Planning Committee (NPC) and the Ministry of Ministry of Planning and National Development (MoPND). The Government of Somaliland (GoSL) goal is towards an integrated approach for management of public finances and integration between national policy and plans and regional and district governance entities. Furthermore, the national development planning system includes planning and development committees at the regional and district and sector Ministries and agencies at the national level.

The National Planning Policy calls for a sustained Somaliland development towards realization of the Somaliland National Vision 2030, a vision which continues to guide and govern all national policy and planning initiatives in Somaliland. The mission aims to contribute to the development of the society in light of its existing and projected needs in order to improve Somaliland citizens' standards of living.

The Policy covers the guiding principles which will guide the national planning process. The primary objective is to develop a national planning policy to govern the planning function of all government institutions and lay down the necessary structures.

The National Development Planning Framework is comprised of several principal elements namely the National Vision 2030, the five years national development plans, annual national development plans and sector policies and master plans.

The development planning process, provides an overview of the Planning process and describes the process of development of a national development plan which covers a five-year period, and is structured in line with the Somaliland National Vision 2030. It specifies the country's strategic development direction for the plan period. The National Development Plan enables the Government of Somaliland and its people to embark on a new paradigm of development planning and development trajectory while humanitarian and emergency response is kept intact.

Planning will be coordinated at two levels, the national and local government levels. MoPND leads the national and regional, district level planning processes. These two planning levels are currently almost disconnected which jeopardizes the optimal utilization of the available meager resources. Under this national planning policy framework, the process of planning shall be participatory, comprehensive and inclusive in terms of representation and content. The process of planning envisaged under this policy, therefore, is a combined top-down and bottom-up approach.

Finally, the national planning process envisions that national plans will be developed through a consultative process under the leadership of the MoNPD in consultations with Somaliland stakeholders, including NPC, Ministries, private sector, civil society organisations and other relevant implementing partners. The Policy set out the role of key stakeholders, institutional arrangements, legal framework, resource mobilization and relevant monitoring and evaluation modalities for monitoring, evaluation and implementation of this National Planning Policy.

The structure of the policy is as follows: Section 1 covers the Introduction. Section 2, contains a review and analysis of existing planning process. Section 3 presents the Vision and the Mission. Section 4 provides the rationale for the national planning policy. Section 5 outlines the key guiding principles. Section 6 describes the main policy objectives. Section 7 outlines the national development planning framework. Section 8 covers the overview of the national planning process and national and local government as two levels of planning. Section 9 covers the role of stakeholders and consultative process in national planning process. Section 10 covers monitoring, evaluation and implementation framework which includes the institutional arrangements, legal, resource mobilization and financing and monitoring and evaluation framework.

2. REVIEW OF EXISTING NATIONAL PLANNING SYSTEM

The National Planning Policy is a key milestone step towards coordination, harmonization and clear delivery focus. The National Planning Policy will ensure that national budgets clearly reflect the priority needs of the particular fiscal year and this will translate into improved development delivery. A

harmonized development plan will also promote one clear focus of policy and development as well as ensure effective use of taxpayer's money. The main objectives of the National Planning Policy and National Planning Act will be to enhance the planning and budgeting framework. Furthermore, it will also aim to harmonize processes of stakeholder participation in the planning and budgeting processes, promoting whole ownership of national development plans.

The role of national development planning is being recognized worldwide and is back as a priority for many governments after many decades mixed in the political and ideological issues. Planning involves anticipating the future and formulating systematic programs of action to attain desired goals. Given that national development planning has always served various interests and ideologies, it has always had both political and technical aspects. The central concern is the search for greater efficiency in setting and pursuing achievement of goals of national planning.

The National Planning Policy aims to create a coordinated and integrated national development planning and budgeting system that is responsive, transparent, accountable and results oriented. The National Planning Policy main objective will be to correct and address these issues and connect district development plans with national planning process. Another objective of the National Planning Policy will be to provide for coordination of national planning and budgeting functions.

Horizontal integration at the national planning level is necessary with good coordination between state and non-state actors particularly in the social sectors that have received a good proportion of donor investment, whereas vertical integration is necessary between national policy and plans and regional, district and community governance entities.

At face value the governance of national planning in Somaliland is hierarchical with the main actors being the National Planning Committee (NPC) chaired by MoPND. The goal for GoSL is an integrated approach to management of public finances, where Ministry of Finance Development (MoFD) is responsible for the operating budget of the government and domestic revenue, while allocating capital investment both internal and external funds, is the responsibility of MoPND.

NPC is the lead body responsible for the realization of the nation's vision, the implementation of the national development plan, and the direction of the course of national development. NPC consists of cabinet ministers, representatives of other stake holders, and experts. The NPC is supported by a secretariat office within the MoPND.

MoPND coordinates the national planning system, and is responsible to guide and lead the planning processes in all sectors, to engage with all national institutions, regional and districts to ensure coordination on key development priorities, to ensure that sector based strategic plans and investment requirements are linked to annual national budgets. MoPND reports regularly to the NPC, the Cabinet and President on achievements and tasks to ensure the implementation of the National Development Plan among others.

The national development planning system includes District Planning and Development Committees at the district level, Regional Planning and Development Committees at the regional level and sector Ministries and the MoPND and NPC at the national level.

The Somaliland National Vision 2030: A Stable, Democratic and Prosperous Country Where People Enjoy a High Quality of Life was developed taking into account Somaliland's past, present and envisioned future. Since its inception in 2011, the Somaliland National Vision 2030 has provided commonly owned goals concerning Somaliland's future. It has been enabling the country to take ownership of its development agenda. It also inspires the nation and its leadership to mobilize resources, and overcome development challenges to attain higher standards of living. Moreover, the vision guides development partners to align their assistance with national priorities and aspirations. It provides a framework upon which national strategies and implementation plans can be anchored.

Soon after the completion of the Somaliland National Vision 2030, a mid-term plan that turned the vision into action was required. The Somaliland National Development Plan I (2012-2016) became Somaliland's first government owned and developed planning policy focusing specifically on achieving sustainable development and poverty reduction.

Leading its development, MoPND applied a bottom-up whole of government approach through engaging with regional and national stakeholders in a series of workshops, meetings and intensive discussions on how the National Development Plan should be developed, what technical processes should be applied and what should be included.

Through this consultation, the National Development Plan was principally aligned with the development pillars of the Somaliland National Vision 2030 and then technically collated with sector specific data and key stakeholder recommendations. This process culminated in 50 development sector strategies each with its own specific challenges, opportunities, priorities and strategies. Each sector strategy also contained a clear emphasis on economic growth and poverty reduction.

The Government of Somaliland, is committed to achieving rapid economic growth and sustainable development. To this end the MoNDP in fulfilling its mandate has developed, for the second time, a five year (2017-2021) National Development Plan (NDPII) for Somaliland that focuses on rapid economic growth, sustainable development and poverty reduction.

The NDPII Roadmap was designed to provide the Government of Somaliland with a strategic step-by-step plan to prepare the new NDPII 2017-2021 for the country. To promote the future functionality and usability of the NDPII, its Roadmap and planning process followed the guiding principles of: inclusiveness; ownership; prioritized priorities; harmonized strategies; and, alignment with international development frameworks.

The NDPII is aligned directly to Somaliland's existing Coordination Architecture as approved and endorsed through the NPC. Expanding upon the 5 Pillars of the National Vision 2030, the NDPII is strategically centred on the nine development Sectors of Health, Education, Environment, Production, Governance, Energy and Extractives, WASH, Economy, Infrastructure and the Three Cross-Cutting Themes. Each Sector has its own vision, objectives, outcomes and interventions which collectively contribute towards the achievement of the Somaliland National Vision 2030 and NDPII Goals.

The Sector Based Approach applied to the NDPII will strengthen the functionality of the existing Coordination Architecture in Somaliland and provide direction for future coordination, monitoring, evaluation and reporting over the NDPII implementation period (2017-2021).

Following from the National Development Plan and principally drawing from it and the SNV 2030, the Somaliland Special Arrangement (SSA) represents an important element of a larger shift in approach to development partner engagement. The SSA is a separate and distinct part of the Somali Compact and while these two planning documents were simultaneously endorsed in the spirit of the Ankara Communiqué signed by the Government of Somaliland and the Federal Government of Somalia, the two planning policies were developed through separate processes and will be implemented using separate government systems and mechanisms. The SSA is the sole framework for engaging with Somaliland's development process under the 'New Deal' principals of partnership, peace and state building.

The SSA was developed using the five foundational and state building goals: legitimate politics, security, justice, economic foundations, revenue and services. Each goal has its own strategic objectives and priorities drawn directly from the NDP. To assist with SSA implementation a separate monitoring and evaluation framework, partnership principals and aid architecture encouraging the use of Multi-Partner Trust Funds was developed.

The Somaliland Development Fund is linked directly to the SNV 2030, NDP and SSA and the first Multi-Partner Trust Fund implemented in Somaliland. The overall objective of the Fund is to support the Government of Somaliland to meet its developmental priorities, as expressed in the NDP. The SDF is a harmonised aid delivery mechanism that seeks to improve core state functions, increased public service delivery, enhanced aid effectiveness and strengthened mutual partnership and accountability. The SDF achieves it through improving the capacity of government institutions and promoting the use of government systems for the design, approval and delivery of a variety development projects.

The SDF as a cross-sectoral program disburses funds and provides technical assistance at the central level with projects designed based upon the targets and gaps identified by the NDP. A key and innovative feature of the SDF is its integration into the government's planning and budgeting processes and the gradual transfer of fund control from the Fund Manager to the GoSI, which is done in distinctive phases based upon monitored progress against public financial management and revenue benchmarks.

3. VISION AND MISSION

3.1 VISION

“To develop an integrated national development planning system that is responsive, transparent, accountable and result-oriented, which aims towards comprehensive and sustainable development”.

The National Planning Policy calls for a sustained Somaliland development towards realization of the Somaliland National Vision 2030, a vision which continues to guide and govern all national policy and planning initiatives in Somaliland.

The Somaliland National Vision 2030 “A stable, democratic and prosperous country where people enjoy a high quality of life” was developed based on considering Somaliland’s past, present and envisioned future.

Consistent with this vision all future efforts will be concerted to realize economic development, infrastructure development, good governance, social development and environment protection of Somaliland which are the pillars upon which the Somaliland National Vision 2030 rests.

The vision builds on commonly owned goals concerning Somaliland’s future, and aims to enable the country to take ownership of its development agenda. It also inspires the nation and its leadership to mobilise resources, and overcome development challenges to attain higher standards of living.

Moreover, the vision guides development partners to align their assistance with national priorities and aspirations. Lastly, but as importantly, it provides a framework upon which national strategies and implementation plans can be anchored.

3.2 MISSION

“To foster socio economic transformation and to improve Somaliland citizens’ standards of living, through establishing development planning systems and producing comprehensive and integrated development plans through participatory planning on both local and national levels”.

The mission aims to contribute to the development of the society in light of its existing and projected needs in order to improve Somaliland citizens’ standards of living, through participatory planning on both local and national levels, and to provide and coordinate assistance through an integrated framework in cooperation with partners.

4. RATIONALE FOR DEVELOPING A NATIONAL PLANNING POLICY

The absence of national planning policy and national planning act resulted in an un-clear national planning process, ineffective implementation of the national vision, the national development plan and sector strategic plans. It has also caused the district development plans to be disconnected from the national planning processes. As a result of the unregulated planning function, the regulated budgeting processes through Budget Act and PFM Act, have become stand alone and unintegrated with the national development plan processes. Therefore, it is necessary to align the budget plans to the national development plan and for integration of planning and budgeting processes.

The development of the national planning policy will reap the following benefits for Somaliland government and its citizens:

- a) **Clear National Planning Philosophy:** The upcoming national planning policy and national planning bill will educate Somaliland people in general, and those who occupy public offices in particular, as to why national development planning is needed.

- b) **Clear National Planning Process:** As of now, Somaliland doesn't have a clear national planning framework which outlines where the planning process starts and who should play which role. The national planning policy and national planning bill will provide a clear direction upon how the national planning processes should be governed and who should govern what sector of the economy.
- c) **Strengthening Planning Function:** The planning function of the government is crucial in delivering service to the citizens. There are a number of laws and presidential decrees obliging all government institutions to have a planning office and the vast majority of these institutions are having planning elements. But since there is no guiding policy and governing laws regarding the planning function, many of the planning offices are dysfunctional. The national planning policy in conjunction with national planning bill will partly solve this problem.
- d) **Harmonized Plans:** National planning processes and local planning processes are now largely disconnected where each one works in a stand-alone manner. The national planning policy and national planning bill will result in harmonized plans across different levels of the government, which will help achieve the national vision and the SDGs.
- e) **Integrated National Planning and Budgeting:** A plan without budget is just a dream. Although the government of Somaliland has a meagre budget to respond to the needs of its citizens, lack of integration in national budget and national plan adds another layer to the complex problems facing the State. Ideally, the plan and pre-determined priorities through a transparent manner should lead the resource allocation efforts from the national budget.

The national planning policy and the national planning act should enable the government to integrate the national planning process and the national budgeting process.

- a) **Monitoring and Evaluation:** A robust national monitoring system is a key ingredient for any national development plan and the national planning policy and national planning bill should serve as a breeding ground for the national M&E system to function.
- b) **External Resources Management:** The vast majority of the development projects happening in Somaliland are financed by the development partners. Unfortunately, only a negligible amount of this external resource is on-budget. This makes it difficult for the government to plan the external resources allocation. Lack of a well-designed policy and regulatory framework regarding national planning also complicates the problem. The national planning policy and national planning bill will help the government solve this problem.

To address all these issues, the National Planning Policy aims to promote and significantly improve national planning processes and institutional capacities through strengthening the planning and statistics departments, reviewing and strengthening national planning architecture and strengthening national monitoring and evaluation systems.

5. GUIDING PRINCIPLES

The national planning process will be guided and include the following fundamental principles:

- a) **Transparency and Accountability:** To make clear the roles of stakeholders and provide timely information regarding national development plans.
- b) **Clarity:** To define clearly timelines and milestones for planning processes.
- c) **Specificity:** To specifically define the targets of the plan and ensure that are in line with the national development plans.
- d) **Sustainability:** To ensure that national development is sustainable through regular feedback amongst stakeholders that ensures timely policy interventions.
- e) **Equity:** To ensure equitable distribution of resources for national development.
- f) **Comprehensiveness:** To ensure that national planning and budgeting systems cover all public resources.
- g) **Responsiveness:** To ensure that national plans are responsive and address the needs of the country.
- h) **Decision making authority:** To specify the authority at each phase, and between each level of the national planning process.
- i) **Credibility:** To ensure that the approved national development plans are implemented.
- j) **Results based management:** To put emphasis on results as opposed to inputs in national planning process.

6. KEY OBJECTIVES

The primary objective is to develop a national planning policy to govern the planning function of all government institutions and lay down the necessary structures. Specific objectives are to:

- a) To harmonize and strengthen institutional arrangements for linking planning and budgeting at all levels, and to integrate national and local planning processes into the national budgeting processes through national planning framework.
- b) To strengthen the planning function for both national government and local governments, and to have regulated planning processes and structures at the national and sub-national levels.
- c) To achieve harmonized national, sectoral and local plans to attain Somaliland's National Vision 2030 and the SDGs.
- d) To enhance national planning processes credibility, and to facilitate greater evidence-based decision making in national development planning processes.
- e) To ensure inclusion and participation of stakeholders at all stages of the process from policy formulation, implementation, monitoring and evaluation;

- f) To strengthen and govern monitoring and evaluation systems and functions of the national and local governments.
- g) To strengthen transparency, accountability and oversight over the allocation and use of public finances, and to manage both domestic and external development resources for the maximum benefit of Somaliland citizens

7. NATIONAL DEVELOPMENT PLANNING FRAMEWORK

The Government of Somaliland is determined to create an enabling environment where all people can feel that they have the opportunity to realize their potential and play a role in the nation building process.

The National Development Planning Framework is comprised of several principal elements namely the National Vision 2030, the five years national development plans, annual national development plans and sector policies and master plans, regional and district development plans.

7.1 The National Vision 2030

The Somaliland National Vision 2030: “A Stable, Democratic and Prosperous Country where people enjoy a high quality of life” is the road map for Somaliland’s long term development aspirations and goals. The Somaliland Vision 2030 rests on five pillars namely economic development, infra-structure development, good governance, social development, and environmental protection. It aims to achieve economic prosperity and social well-being for the people of Somaliland building on the country’s success in establishing peace, stability, and democratic institutions.

The National Vision 2030 is based on an inclusive consultative process to which citizens, individually and collectively, have contributed. It is also based on sound analysis of the nation’s strengths and weaknesses of the opportunities it has and the threats it faces. The National Vision that emerged is a true reflection of people’s aspirations and hopes, it defines the future for Somaliland and it provides commonly owned goals for the country.

The National Vision 2030 enables Somaliland to take ownership of its development agenda, to mobilize resources, and overcome development challenges to attain a higher standard of living. It guides development partners to align their support with national priorities and aspirations, and it provides a framework upon which national strategies and implementation plans will be anchored.

The National Vision 2030 created a good environment for Somaliland's development planning and it laid the foundations of the country's development planning where all the future efforts, including the national development plan, can be built on and influence the changes achieved in social and economic transformation to attain national prosperity through the foundations of creating a virtuous cycle of high performing, strong public institutions, well developed infrastructure, a skilled labor force, poverty reduction and expanding opportunities that will lead to the realization of aspirations for citizens of Somaliland.

7.2 Five Years National Development Plans

The Five Years National Development Plan operationalizes the National Vision 2030. In general, a five-year plan is a general statement of objectives and targets relating to the economy as a whole and its various component sectors. This national development plan is not an authorizing document in the sense that it does not authorize expenditure to the relevant operating agencies. The National Development Plan provides a broad framework for socio-economic development through formulation of the plan.

The priorities set out in Five Years National Development Plan will guide the allocation of public resources. It shall consist of medium-term specific objectives and strategies for the various sectors, and defines the macroeconomic growth targets and priority public sector development programs. The Five Years National Development Plan will be costed with annualized budgets as well as midterm projection of the resources. It will specify key annualized monitorable indicators and targets.

The Five Years National Development Plan will be subjected to annual and mid-term reviews for purposes of ensuring that appropriate development control and direction are maintained. This will help assess progress and keep it on course. In addition, it will spell out the envisaged role of the private sector and civil society.

The Five Years National Development Plan for Somaliland focuses on rapid economic growth, sustainable development and poverty reduction. Inclusiveness, ownership, harmonization of efforts and prioritizing the priorities are among the guiding principles of the National development plan. It is fully aligned to the Sustainable Development Goals and other international development frameworks.

The development priority interventions focus specifically, but not limited to creating a sound investment climate and business-friendly environment to boost both foreign and domestic investment levels, devise macroeconomic stability through macroeconomic policies, develop the potentials in the tourism sector, encourage investments and know-how from diaspora, boost exports, promote technological advancements through research and development schemes, develop climate resilient practices in primary sectors, build enabling infrastructure, improve the rule of law for property rights and promote public private dialogue partnership, align budgeting and planning processes in Somaliland.

7.3 Annual Development Plans

The annual national development plan shall spell out the priority activities for the year and their budgetary allocations consistent with the national development plan projections. The annual plan priority activities shall be selected to realize the objectives and strategies in the Five Years National Development Plan.

MoPND shall cooperate with Ministry of Finance to strengthen accountability, oversight and participation mechanisms in the national planning and budgeting process and to ensure integration of planning and budgeting process.

7.4 Sector Policies and Master Plans

National Vision 2030 provides the foundation for the formulation of a national planning policy. This will be the basis for a medium-term framework of well-defined and aligned sectoral policies, strategies and plans with specific goals, programs and budgets. The sector policies and plans will articulate sector implementation processes, stakeholder roles, and performance indicators which will gauge progress towards National Vision 2030.

Ministries and agencies shall be required to prepare their respective sector policies and master plans, which have to be consistent with the long-term national development goals and objectives. The Master Plans shall spell out the interventions to achieve each objective identified in the sector policy. They will further detail inputs and target indicators of each intervention.

Sector policies or strategies shall set out, among other things, the strategic direction of the sector for the next five years. The sector policy shall ensure that the capability of the sector strategic role in national development is sustained and enhanced in light of new and emerging challenges. Sector policies or strategies should be developed so that they are aligned with the national development plans rather than the other way around. These sector policies should not be included in the national development plans, but aim to achieve the objectives of the national development plans.

Sectoral plans and strategies will be harmonized for a five years period and their timing will be consistent with the start and end time for the five years national development plan.

7.5 Regional and District Plans

Somaliland's planning framework and process is harmonized from national level to district level, sector/ministry strategic plans and district development plans will be in harmony with each other. This is because any development project, whether is national, regional or district, projects in final analysis will be implemented in a certain district across the country.

In consideration of the principle of decentralization and devolution of functions, planning shall be decentralized at all levels of local governments to ensure good governance and democratic participation by all the people. The regional and district committees shall initiate and prepare local development plans based on guidelines prepared by the MoPND. Furthermore, the regional and district committees will coordinate and integrate all the sector plans of lower local government level for incorporation in the regional and district plans.

8. THE DEVELOPMENT PLANNING PROCESS

8.1 Overview of the Planning process

The National Development Plan covers a five-year period, and it is structured in line with the Somaliland National Vision 2030. It specifies the country's strategic development direction for the plan period. The National Development Plan enables the Government of Somaliland and its people embark to on a new paradigm of development planning and development trajectory while humanitarian and emergency response is kept intact.

Each National Development Plan builds on the achievements and lessons learnt from previous plans and demonstrates how it contributes to the Somaliland National Vision 2030 goals. The national plans should be based on macro-economic and fiscal frameworks, ensure equitable allocation of resources and have clear output targets and outcome/impact objectives. Major capital projects and recurrent programs will undergo appraisals and evaluations done by MoPND before inclusion in the budget.

Every five years, corresponding with the final year of the National Development Plan, each region and district will prepare its economic and social assessment to prepare for the next development planning cycle.

In preparation for the next development planning cycle, regions and districts will be informed of the functions they will be responsible for, together with indicative ceilings, policy guidelines and minimum service delivery standards for these functions.

In the first quarter of the final year of the National Development Plan, each district will submit its draft district development plan, to its region, and each region will submit its draft regional development plan to the MoPND, incorporating the draft district development plans submitted to it. During the same period, sector ministries, after consulting relevant stakeholders, will submit to the MoPND, a draft development plan for areas of activities included within their jurisdiction.

In the second quarter of the final year of the National Development Plan, a draft National Development Plan will be presented to the Parliament by the MoPND. This will be a five-years national development plan as a policy and strategy document, with costed sector action plans that incorporate the plans of districts and regions for functions and prepared in the context of the resource ceilings, policy frameworks and services provided by national government.

The National Development Plan will then be finalized by the MoPND and the National Planning Committee and launched by the President. The final National Development Plan will be submitted to the Parliament as part of the documentation used to support the first budget fully prepared by the new administration.

After the National Development Plan is launched, draft sectorial ministerial, regional and district development plans will be finalized as appropriate and, thereafter, each Ministry, Region and District Council will contribute to the achievement of the development targets as set out in the appropriate development plan. These plans will then form the basis of the annual budget estimates of each Ministry, Regional Administration and District Council.

8.2 National and Local Government Two Levels of Planning

MoPND leads the national and regional, district level planning processes. Planning will be coordinated at two levels, the national and local government levels. These two planning levels are currently almost disconnected which jeopardizes the optimal utilization of the available meager resources.

Under this national planning policy framework, the process of planning shall be participatory, comprehensive and inclusive in terms of representation and content. The process of planning

envisaged under this policy, therefore, is a combined of top-down and bottom-up approach. Such approach will ensure that strategic guidance is provided at the national level and integration of development concerns at sector and local government levels into the overall national development programs and consistent with national policies.

The National Planning Act will contain provisions for the overall coordination of development planning at the national and local level. The National Planning Act as a legal instrument will evolve from this policy framework to further guide and regulate national and decentralized development planning in the country.

8.3 Planning at National level

Planning at the national level shall entail the determination of national priorities, integration of local government and sector plans, and production of the national development plans. Moreover, determination of national priorities shall entail consultations at sector level with various stakeholders and implementing partners.

MoPND shall guide and cause the preparation of an integrated annual and five years national development plan with budgets which take into account regional and international development aspirations of the country.

MoPND shall initiate the preparation of the national development plan and shall take into account the submissions of stakeholders and call for stakeholders meetings to validate the submissions made. MoPND shall submit the draft national development plan to NPC and Cabinet for approval.

Line ministries, departments and agencies will carry out their own planning under the guidance and coordination of the national development plan. It is envisaged that various ministries, departments and agencies will collaborate with stakeholders under sector working group arrangements to produce sectorial plans.

8.4 Regional and District Level Planning

Development of the regional and district plans will be guided by guidelines prepared by MoPND. The development of the Regional and District Plans will be based on a bottom-up approach which will take into account the decentralized development and service delivery planning approaches with more participation from local communities so that regional and district development plans are genuinely responsive to the real needs of communities.

Regions and districts will undertake the planning process based on the participatory plans developed through inclusive community consultations based on the overall regional and district priorities and the national priorities outlined in the national development plan and plans of sector ministries.

The regional planning and development committees shall be responsible for the coordination of formulation, implementation, monitoring and evaluation of a provincial plan and incorporation of the district development plans into the provincial development plans.

The district planning and development committees shall advise local authorities on the formulation, implementation, monitoring and evaluation of district plans and dissemination of the national, regional and district development plans to the public in each district.

Therefore, regions and districts should base the plans on the expressed needs of the citizens as presented in the regions and district council planning processes, and at the same time ensure that the plans are consistent with their own regional and district development framework as well as the national level plans.

8.5 Coordination Structure

The Somaliland's coordination structure supporting the national development planning will be a platform for the Government of Somaliland, international partners, national organizations, civil society and private sector to align and harmonize development and humanitarian activity across Somaliland at various institutional levels.

The Somaliland national development planning structure will utilize and build upon the different bodies and their functions within the existing Somaliland coordination structure. The structure presented will aim to be a transparent institutional mechanism that will enable programs to be prioritized and aligned directly to national plans outcomes and targets; ensure that aid is being delivered effectively and efficiently and provide for strong opportunities in cross-institutional and sectoral cooperation.

9. ROLES OF STAKEHOLDERS AND CONSULTATIVE PROCESS IN NATIONAL PLANNING PROCESS

The national planning process envisions that national plans will be developed through a consultative process under the leadership of the MoNPD in consultations with Somaliland stakeholders, including NPC, Ministries, private sector, civil society organisations (CSOs) and other relevant implementing partners.

The national planning process will be participatory and planning will be highly consultative to ensure that the final products reflect consensus by the key stakeholders. The consultations will be carried out at macro, sectoral and local Government levels. These consultations will involve various stakeholders including private sector, civil society, development partners and the general public.

9.1 Macro level consultations

NPC will serve as the national level inter-ministerial planning group and serve to coordinate and build consensus on the key development agenda and macro-economic targets.

NPC will comprise the following institutions: Ministry of MoPND, Ministry of Finance Development, Ministry of Trade, Industries, and Tourism, Ministry of Agriculture, Ministry of Livestock and Fisheries Development, Ministry of Energy and Mineral Resources, Chamber of Commerce and other technical specialists.

NPC will be supported by a technical secretariat within the MoPND led by the Director of Planning Department.

9.2 Sectorial level consultations

Consultations at sector level will be carried out through the existing sector working groups arrangements, and when necessary efforts will be made to operationalize the existing sector working groups.

The officers responsible for planning in respective ministries, departments and agencies shall be an integral part of the national development planning network and shall be organically linked to the MoPND.

The sectors will prepare thematic papers and submit them to MoPND for synthesis and integration into the National Development Plan. Furthermore, the sector level consultations will specifically target private sector, civil society, and donor/development partners.

The Parliament of Somaliland will also be consulted through the relevant session committees and parliamentary caucuses.

9.3 Local government level consultations

MoPND will cooperate and work closely with regions and districts authorities to ensure that lower local governments are consulted as well as private sector and civil society. Local Government level consultations will be mainly carried with regions and district authorities as stipulated in the National Planning Act.

MoPND will organize appropriate forums to solicit views of various stakeholders regarding development planning. The regions and districts authorities will be provided with guidelines on the sitting of the forum and other modalities to be issued by MoPND.

10. MONITORING, EVALUATION AND IMPLEMENTATION FRAMEWORK

Key stakeholders, institutional arrangements, legal framework, resource mobilization and relevant monitoring and evaluation modalities for monitoring, evaluation and implementation of this National Planning Policy are set out below.

MoPND will ensure effective implementation of the National Planning Policy and will facilitate the putting in place of enabling legislation for smooth implementation of the policy. This will be achieved in part by legal recognition of coordinating at the various levels of government to facilitate the structured participation of nonstate actors in the development planning and budgeting processes. The development of this National Planning Policy is based on a more decentralized governance architecture as envisaged by GoSL.

Key stakeholders and their responsibilities in the monitoring, evaluation and implementation of the National Planning Policy are listed below:

- **Parliament provides oversight** functions to the policy implementation process.
- **Cabinet provides overall policy guidance and oversees monitoring** of implementation of the National Planning Policy.
- **NPC provides policy advice to the President, and legislature** when necessary on all aspects of national planning.
- **MoPND formulates and implements the National Planning Policy.** Furthermore, MoPND will provide policy directions to ministries, regions and districts on the implementation of the Policy as well as ensuring effective monitoring of its implementation by MDAs and regional and district governments.
- **Ministries, Regions and Districts prepare and implement sector specific plans and budgets** in line with the National Planning Policy.
- **Ministries, Regions and Districts monitor the implementation and results** indicators agreed in their Plans and provide that data to MoPND in accordance with agreed reporting requirements on both quarterly, annually and types of indicators achieved.
- **Other relevant non-state stakeholders** provide complimentary role in implementation, monitoring and evaluation of the National Planning Policy.
- **MoPND provides quality control of and consolidates periodic reports** from Ministries and Regional and District governments, and ensures their timely provision to NPC and Cabinet.
- **NPC evaluates the achievements, both implementation and impacts, of the overall National Planning Policy,** based on the monitoring evidence provided through MoPND, and advised Cabinet on management and policy lessons learned from those evaluations.

SoGL will mobilize resources through the annual budget to progressively effect the process of institutional establishment and capacity development activities that are necessary to be undertaken to ensure the implementation of the National Planning Policy. The National Planning Policy will be implemented through the enactment of national planning legislation and regulatory framework.

MoPND through its monitoring and evaluation system will evaluate the achievements, both implementation and impacts, of the overall National Planning Policy, based on the monitoring evidence provided by Ministries, Regions and Districts. The Monitoring and Evaluation Policy of MoPND articulates the structures, tools, strategies and indicators that are required to effectively monitor and evaluate national programs and projects in order to successfully implement the National Planning Policy.