

# HOUSE OF REPRESENTATIVES (HoR) OF THE REPUBLIC OF SOMALILAND

## DRAFT STRATEGIC PLAN 2013-2015

Validated by the Ad Hoc Committee on November 4, 2013

### **BACKGROUND:**

The House of Representatives (HoR) has been working to formulate and develop its Strategic Plan for the next three (3) years. The Strategic Plan is to provide a sense of direction, continuity and effective leadership for the HoR. A Draft Strategic Plan had been prepared by Parliamentary staff. The Speaker appointed an Ad Hoc Committee to review the Draft Strategic Plan and finalize it. The Committee consisted of nine (9) members; it was chaired by the Second Deputy-Speaker, and composed of six (6) other MPs, the Director of Planning and the Legal Advisor to the HoR. The Draft had been distributed to the members of the Ad Hoc Committee. The list of the committee members is attached hereto as Appendix "A".

Notwithstanding the existence of a previously drafted plan, the Ad Hoc Committee undertook a full strategic planning process and addressed all the steps in the process. Power point presentations were prepared to address these steps and were distributed to the participants as training materials.

The Strategic Planning Workshop for the HoR with members of the Ad Hoc Committee took place from September 21, 2013 to September 23, 2013 at the Maan-soor Hotel in Hargeisa. As a result of the workshop, a new Draft Strategic Plan was developed.

A detailed review and analysis of the new Draft Strategic Plan was undertaken on October 31, 2013, November 2, 2013 and November 3, 2013 by the following: members of Ad Hoc Committee, select senior members of the staff of the Secretariat of the HoR; and Chairs and members of Committees who were available. A list of the participants to these consultations is attached hereto as Appendix "B", "C" and "D", respectively. As a result of these consultations, the new Draft Strategic Plan was further enhanced.

The Validation Meeting of the Draft Strategic Plan by members of the Ad Hoc Committee took place on Monday, November 4, 2013 at the Maan-soor Hotel in Hargeisa. A list of the participants at the Validation meeting is attached hereto as Appendix "E". Subject to a few additional enhancements which were noted at the meeting and which are now embodied herein, the following Draft Strategic Plan was approved.

## **STRATEGIC FRAMEWORK:**

The Strategic Framework defines the enduring fundamentals of the HoR and consists of three elements: the Mission, the Vision and Values. The Mission Statement defines the core purpose of the HoR; the Vision Statement explains where the HoR is headed and its future state; and the Values Statement clarifies what the HoR stands for and believes in.

## **NEW HoR MISSION:**

As elected representatives of the people of Somaliland, the mission of the House of Representatives is to represent all of the people of Somaliland, to exercise the legislative powers embodied in the Constitution and to provide oversight of the Executive, all in a manner so as to inspire public trust and confidence in its representatives.

## **NEW HoR VISION:**

A democratically elected House of Representatives which is recognized by the international community and which reflects and effectively represents all of the people of Somaliland, is responsive to the needs of its people, and governs in accordance with the rule of law.

## **NEW HoR VALUES:**

The following are the core values and beliefs of the HoR which indicate what it stands for, what drives its priorities, and what guides its daily interaction in the implementation of its Mission to achieve its Vision.

- Honesty and Integrity
- Respect
- Transparency and Accountability
- Inclusiveness
- Equality
- Professionalism

## **SITUATIONAL ASSESSMENT:**

The situational assessment which sets out the context for the HoR from both an internal and external perspective is summarized in the SWOT analysis which is attached hereto as Appendix "F". The SWOT analysis sets out the Strengths and Weaknesses and the Opportunities and Threats of the HoR. The Strengths and Weaknesses come from the internal assessment and the Opportunities and Threats from the external context. The SWOT analysis is used to build on the HoR's **Strengths**; shore up the **Weaknesses**; capitalize on the **Opportunities**; and recognize the **Threats**.

## **NEW STRATEGIC DIRECTIONS/OBJECTIVES:**

Strategic Directions connect the Mission to the Vision by identifying what are the key activities that need to be performed in order to achieve the Vision. They define what the HoR is intending to accomplish both programmatically and organizationally. Strategic Directions are broad categories – non-measurable and continuous.

The following are the five (5) long-term, general and continuous strategic areas in which the effort of the HoR will be directed and which will connect the HoR Mission to the HoR Vision:

**Strategic Direction No. 1**

To Enhance the Institutional Capacity of the HoR

**Strategic Direction No. 2**

To Improve the Legislative Process of the HoR

**Strategic Direction No. 3**

To Improve the Capacity of the HoR to provide Effective Oversight

**Strategic Direction No. 4**

To Develop the Representative Capacity of the HoR

**Strategic Direction No. 5**

To Build and Enhance Relationships

**GOALS/PRIORITIES/INITIATIVES:**

With goals, the HoR converts the Mission, Vision and long-term Strategic Directions into performance targets. Goals were determined for each Strategic Direction. Focus was placed on ensuring that the Goals chosen were **SMART** – **S**pecific, **M**easurable, **A**ttainable, **R**ealistic and **T**imely.

Options for short term goals/priorities which convert the Strategic Directions into specific performance targets are summarized on Appendix "G".

## **STRATEGIC DIRECTION NUMBER ONE**

### **OPTIONS FOR ENHANCING THE INSTITUTIONAL CAPACITY OF THE HoR**

**Focuses on improving the physical infrastructure of the HoR to create a conducive, modern environment; on improving the administration of the HoR to make it efficient and effective and provide a high level of support to MPs to carry out their duties; and empowering MPs by increasing the capacity and performance of individual MPs**

#### **GOAL NUMBER 1.1 – IMPROVE AND DEVELOP THE PHYSICAL CAPACITY AND INFRASTRUCTURE OF THE HoR**

In order for MPs and the staff of the HoR to carry out their duties properly and effectively, there must be a suitable working environment.

##### **ACTION ITEMS:**

- Implement adequate security measures in the HoR complex, including the following:
  - improvement of building security, including the installation of proper security equipment
  - development and implementation of an admissions policy
  - improvement of perimeter security
  - provision of ongoing training for the security staff of the HoR
- Develop a plan to maintain the exterior and the interior of the HoR
- Create and provide new fully equipped Hearing Rooms for Committees ( including a new sound system and microphones) which would also accommodate public hearings
- Expand and properly furnish the offices of the Committees
- Establish and build a Library of Parliament
- Enhance and update the existing Archives Unit within the HoR, including the provision of a modern, digital filing system and the provision of the equipment necessary therefor
- Establish and build a Resource Centre/Research Centre
- Equip the plenary chamber in the HoR with a video recording system
- Establish and develop an audio-visual studio to edit and produce short films of the HoR

#### **GOAL NUMBER 1.2 - STRENGTHEN THE HUMAN RESOURCES OF THE HoR**

As the administrative staff of the HoR is the foundation of the HoR, it is important to strengthen and improve the capacity and professionalism of the administration of the HoR in order to properly support MPs in carrying out their responsibilities

##### **ACTION ITEMS:**

- Provide ongoing skills development training to the staff of the HoR, including the development and implementation of programmes of professional development

- Initiate a comprehensive Human Resources policy, which could include the following:
  - Staff recruitment and retention policy
  - Leave policy
  - Occupational health and safety policy
  - Equal employment opportunities policy
  - Up-to-date job descriptions
  - Personal development/staff career plans
  - Performance appraisals

### **GOAL NUMBER 1.3 – DEVELOP AN ICT SYSTEM**

The role of ICT in the work of Parliaments is not only becoming increasingly prominent, it is essential in order for MPs to effectively and efficiently discharge their duties while at the same time improving transparency and accessibility.

#### **ACTIONS:**

- Develop and implement an ICT policy
- Fully equip and network all new buildings with the necessary ICT hardware
- Update and enhance the telecommunication system of the HoR, including internal and external telecommunications
- Develop and implement an intranet system
- Provide ICT training to administrative staff and MPs
- Provide MPs with individual computers and internet service
- Enhance the website of the HoR
- Enlarge and enhance the Committees Section of the HoR website
- Develop a policy for the retention and storage of documents on the HoR website
- Develop websites for individual MPs
- Develop and implement a Social Media policy for the HoR

### **GOAL NUMBER 1.4 – DEVELOP THE CAPACITY AND PROFESSIONAL SKILLS OF MPs**

In order to understand their duties and responsibilities as MPs, MPs initially require orientation/induction training to the HoR. However the induction training needs to be supplemented with continuing education to assist MPs to fulfill their roles.

#### **ACTIONS:**

- Develop a comprehensive induction orientation and training course for new MPs
- Provide training on the Standing Rules of the HoR
- Provide training on the Roles and Responsibilities of Committees
- Conduct a rapid assessment on the other needs of MPs
- Develop a program of professional development support and assistance for MPs based on the assessment

## **GOAL NUMBER 1.5 – CONDUCT A REVIEW OF AND UP-DATE/REVISE THE STANDING RULES**

The current Standing Rules were adopted in 2006. There has been no subsequent review and revision of the Rules since then. An updating of the Rules could assist in strengthening the institutional capacity of the HoR.

### **ACTIONS:**

- Officially translate the existing Standing Rules into English and have the English version of the Rules officially approved and adopted by the HoR
- Constitute an Ad Hoc Committee on the Standing Rules, to undertake a complete review of the Standing Rules and make recommendations to up-date and enhance same including:
  - Undertake a review of the Standing Rules in other Parliaments
  - Undertake a clause by clause review of the current Standing Rules and update same, where necessary, to enhance the capacity of the HoR
  - Update and enhance Standing Rules to improve the Legislative Process
  - Update and enhance the Standing Rules to improve Oversight
  - Update and enhance the Standing Rules to improve and enhance the representative capacity of the HoR
- Review, finalize and adopt the Code of Conduct that is attached as an Annex(es) to the Standing Rules
- Establish systems and processes to effectively implement the Code of Conduct

## **GOAL NUMBER 1.6 – ENHANCE AND ENSURE EFFECTIVE REPORTING OF PROCEEDINGS OF THE HoR**

### **ACTION ITEMS:**

- Enhance and improve the Hansard Department
  - Ensure that daily Hansard of every plenary and committee meeting will be available by a specific and stipulated time prior to the next meeting(s)
  - Upload Hansard reports from the plenary sessions and Committee meetings on the HoR's website
- Equip the Hansard Department with state
- of the art recording and reporting equipment
- Provide training to staff on effective reporting of proceedings

## **GOAL NUMBER 1.7 – ENHANCE THE PROTOCOL UNIT OF THE HoR**

### **ACTION ITEMS:**

- Review best practices of protocol in other Parliaments
- Review and update current protocol procedures
- Provide training to staff on updated protocol procedures

## **GOAL NUMBER 1.8 – DEVELOP AND INSTITUTIONALIZE A HoR CALENDAR**

### **ACTION ITEMS:**

- Review best practices of other Parliaments in the development and preparation of a HoR calendar
- At the beginning of each year confirm the dates of the regular plenary sessions
- Outline timetables for Committee meetings between sessions
- Ensure that time is allocated for the HoR to consider Committee reports and other relevant reports

## **GOAL NUMBER 1.9 – INCREASE THE REPRESENTATION OF WOMEN IN THE HoR**

Despite making up more than one half of Somaliland’s population, women occupy only one seat of the eighty-two (82) seats in the current HoR. In order to ensure greater gender balance, the representation of women in the HoR needs to be increased.

### **ACTION ITEMS:**

- Constitute an Ad Hoc Committee of the HoR to develop an Action Plan to increase the representation of women in the HoR
- Conduct consultations with MPs, elders and civil society to work to develop a strategy towards a greater representation of women in the next HoR
- HoR to chair a conference of all stakeholders, including women’s groups, House of Elders (HoE), Council of Ministers, civil society organizations and development partners to discuss increasing representation of women in the next HoR
- Review best practices of increasing the representation of women in other Arab and African Parliaments
- Conduct bilateral study visits on increasing the representation of women in HoR to other African and Arab Parliaments, including Uganda, Rwanda, Saudi Arabia and Qatar
- HoR to develop policies and programmes to economically empower women in Somaliland, including training programmes

## **GOAL NUMBER 1.10 – INCREASE THE REPRESENTATION OF MINORITIES IN THE HoR**

- Constitute an Ad Hoc Committee of the HoR to come up with an Action Plan to increase the representation of minorities in the HoR

## **STRATEGIC DIRECTION NUMBER TWO**

### **OPTIONS FOR IMPROVING THE LEGISLATIVE PROCESS OF THE HoR**

**The Legislative Process is the core activity that all Parliaments share. The legislative function of the HoR is embodied in the Constitution of the Republic of Somaliland and is one of the three core functions of the HoR. Strengthening the legislative process results in laws that better address the needs of the citizens of Somaliland**

#### **GOAL NUMBER 2.1 – REVIEW AND ENHANCE THE LEGISLATIVE PROCESS IN THE STANDING RULES**

##### **ACTION ITEMS:**

- Review the section of the Standing Rules which addresses Draft Legislation with a view to ensuring that all of the steps of the legislative process are codified therein and wherever necessary, update, and refine the process
- Amend the Standing Rules to develop formal voting procedures at Committees
- Amend the Standing Rules to allocate time for Committees to review and report back on draft legislation
- Amend the Standing Rules set time limits on the debates in the HoR
- Address the process for amendments in Committees and in the Plenary Session of the HoR
- Amend the Standing Rules to require that all draft legislation which is presented in the HoR is accompanied by a social and economic impact assessment

#### **GOAL NUMBER 2.2 – INCREASE AND IMPROVE LEGISLATIVE SCRUTINY BY COMMITTEES**

Committees must play a more active and effective role during the legislative process; consequently it is necessary to develop and strengthen the capacity, expertise and time allotment of Committees

##### **ACTION ITEMS:**

- Codify and establish new detailed Rules for the legislative scrutiny by committees in the Standing Rules, including the process for amendments at Committee
- Provide training to Chairs and/or members of Committees on the scrutiny of draft Bills and the Standing Rules
- Provide training to the Clerks of the Committees and Committee staff on the scrutiny of draft Bills and the Standing Rules
- Provide Committee staff with professional development programmes to develop research papers and conduct an analysis of draft Bills for Committees
- Hire experts and researchers to assist Committees with the scrutiny of legislation
- Committee staff to develop a roster of experts which Committees can access
- Develop a process and procedure for co-ordination between the Committees and the Office of the Speaker
- Identify five (3) priority legislative areas
- Conduct workshops for Committee policy dialogues for the five (5) identified priority legislative areas
- Prepare reports on the policy dialogue workshops



### **GOAL NUMBER 2.3 – IMPROVE THE HoR’s LEGAL DRAFTER’S/ADVISOR’S OFFICE**

#### **ACTION ITEMS:**

- Recruit three (3) additional Legal Advisors
- Develop Terms of Reference for three (3) national Legal Advisors which are tailored to the identified three (3) priority legislative areas
- Establish an editing committee within the Legal Drafter’s office to ensure that the Bills are properly written
- Develop a procedure and process for the translation of Bills and recruit Translators and/or provide training to staff on the translation of Bills
- Recruit an international consultant/legal advisor to train the HoR’s legal advisors and lawyers on legislative drafting and develop a procedure, process and unified format for the drafting of all Bills
- Recruit a procedural expert who shall be responsible for providing the Speaker and the Secretary General with dedicated legal, procedural advice and analysis

### **GOAL NUMBER 2.4 – INCREASE CAPACITY OF MPs TO ENGAGE IN THE LEGISLATIVE PROCESS**

#### **ACTION ITEMS:**

- Provide training to MPs on the legislative process, including the procedure for amendments to draft Bills
- Prepare and distribute a Guide to the Legislative Process in the HoR to MPs and the public
- Provide training on the legislative process to the staff of the HoR to assist MPs and committees during the legislative process

### **GOAL NUMBER 2.5 – ENGAGE IN PUBLIC CONSULTATIONS DURING THE LEGISLATIVE PROCESS**

#### **ACTION ITEMS:**

- Develop procedures and guidelines for effective public consultation and citizen engagement, including CSOs, private sector, and traditional elders, during the legislative process
- Produce and publish a Best Practice Guide on engaging civil society in the legislative process
- Provide training to Committee members and the staff of the Committees on the procedure and process of public consultations during the legislative process
- Develop a communications strategy on the legislative process
- Post information on the legislative process and draft Bills on the HoR website
- Post information on work plans of Committees, the time, place and date of Committee meetings, requests for public submissions, public consultations, reports, etc. on the Committees Section of the HoR website

## **STRATEGIC DIRECTION NUMBER THREE**

### **OPTIONS FOR IMPROVING THE CAPACITY OF THE HoR TO PROVIDE EFFECTIVE OVERSIGHT**

**A core function of the HoR is to provide oversight and control of the Government and the Executive/Council of Ministers. Oversight can be affected in a multitude of ways; the basis for oversight provisions can be found in the Constitution and are usually supplemented by the Standing Rules. In addition, a major function of Parliament is to authorize the spending and raising of public monies and approve the national budget.**

#### **GOAL NUMBER 3.1 - STRENGTHEN THE COMMITTEES OF THE HoR**

Committees play a key role in providing effective oversight of the Government. The establishment of Committees is derived from the Constitution. Committees allow for the detailed examination of complex matters; Committees offer an opportunity for MPs to hear from citizens and experts on topics of national concern and to have these representations placed on the public record; and Committees also provide a means for MPs to probe into the details of policies and programs, thereby further developing an expertise in specific areas.

#### **ACTION ITEMS:**

- Review and amend Standing Rules to include all current committees; review and update the Terms of Reference and composition of each Committee
- Review, update and expand the main duties and the powers of Committees as outlined in the Standing Rules
- Review the oversight duties of Committees in the Standing Rules and, if necessary, update and expand on those duties
- Committees to develop an annual Oversight Plan and implement the oversight responsibilities already embodied in the Standing Rules
- Chairs of Committees and/or members of Committees to receive training on the oversight provisions of the Standing Rules as they relate to Committees
- Develop procedures and guidelines for committees for effective public consultation and citizen engagement
- Committees to receive training on procedures and guidelines for effective public consultation and citizen engagement
- Committees to also develop annual Work Plans which incorporate their main duties and powers
- Committees to receive training in the development of annual work plans
- Committees to prepare an annual Budget to support its Work Plans, including but not limited to the cost of retaining the services of experts, professional and clerical staff and the costs of travel for MPs and staff in conjunction with activities/subject matter within their jurisdiction and submit it to the HoR for approval in accordance with procedures to be established
- Budget of the HoR to set aside funds for committees to undertake their responsibilities and conduct public consultations
- Provide Committee staff with training on the procedures, functions, roles and responsibilities of Committees

- Provide Committee staff with professional development programmes to develop research papers on oversight issues
- Staff of the HoR Secretariat to provide high level of technical expertise to Committees
- Staff of the HoR Secretariat to provide Committee members with regular subject briefings
- Staff of the HoR Secretariat to start building databases of Committee partners from civil society to help Committees to identify appropriate stakeholders and establish sustainable contact with them
- HoR Secretariat to develop a roster of external experts
- Prepare plans for five (5) committee oversight missions
- Reports on oversight missions to be prepared to feed into consultative meetings with executives, civil society and academia to discuss mission outcome and needed policy changes/revisions
- Reports on consultative meetings related to the five (5) committee oversight missions to be prepared
- Develop plans to effect policy changes, including drafting law(s) and holding legislative committee public hearings

### **GOAL NUMBER 3.2 – REVIEW AND ENHANCE OVERSIGHT PROVISIONS IN THE STANDING RULES**

#### **ACTION ITEMS:**

- Conduct a review of oversight provisions in other Parliament
- Ensure that all oversight provisions contained in the Constitution are embodied in the Standing Rules
- Review best practices of additional oversight provisions in other Parliaments
- Update Standing Rules to provide additional oversight provisions
- Update Standing Rules to require draft Bills to be accompanied by a social and economic impact statement
- Increase the oversight capacity of MPs by providing training to MPs on the oversight provisions
- Provide training the staff of the HoR Secretariat on implementing the oversight provisions

### **GOAL 3.3 – IMPROVE THE PLENARY PROCEEDINGS OF THE HoR**

#### **ACTION ITEMS:**

- Review the Standing Rules with a view to improving the plenary proceedings
- Formalize voting procedures in the plenary sessions of the HoR in the Standing Rules
- Allocate time in the plenary sessions to implement the existing and future oversight provisions
- Implement the existing Standing Rules to summon government officials
- Implement the existing standing Rules to have Executive explain and clarify their policies and programs

### **GOAL 3.4 – ENHANCE FINANCIAL SCRUTINY**

#### **ACTION ITEMS:**

- Establish a Parliamentary Budget Office in the HoR
- Prescribe the Terms of Reference of the Public Accounts committee and empower it
- Implement the existing responsibilities of the Economy, Finance and Commerce Committee
- Enhance the HoR's scrutiny of the Government's financial and budgetary policy
- Empower the Economy, Finance and Commerce Committee to review the financial policy of the Government and the Budget
- Empower the Economy, Finance and Commerce Committee to conduct public pre-budget consultations
- Review Standing Rules which address Financial Bills and the Budget and enhance the processes
- Review best practices for financial scrutiny in other Parliaments
- Establish additional procedures for a critical review of the national budget
- Develop a procedure and process for establishing and implementing the Budget of the HoR, including the procedures for the establishment and approval of individual Committee Budgets

### **GOAL 3.5 – INCREASE DIALOGUE WITH STAKEHOLDERS**

#### **ACTION ITEMS:**

- Develop an Outreach Plan for Committees to meet with the private sector, academics and CSOs on an ongoing basis
- Develop a Guide for Committees to conduct public consultations
- Develop a roster of experts

## **STRATEGIC DIRECTION NUMBER FOUR**

### **OPTIONS FOR DEVELOPING THE REPRESENTATIVE CAPACITY OF THE HoR**

**Apart from their legislative and oversight responsibilities, MPs represent the people of Somaliland. Consequently the representative function is another core function of the HoR. In addition, the HoR has an important educational role in terms of engaging and educating citizens on the role of the HoR and informing them of the latest developments and activities in the HoR.**

#### **GOAL NUMBER 4.1 – INCREASE OUTREACH AND COMMUNITY ENGAGEMENT**

##### **ACTION ITEMS:**

- Develop a communication and outreach strategy to improve dialogue among the electorate and the HoR
- Hold a three (3) day workshop on implementation mechanisms and structures for communication strategy and provide training on its implementation
- Identify three (3) key regions for constituency offices
- Develop organizational structure and Terms of Reference for the three (3) constituency offices and staff
- Provide budget for operation and equipping of constituency offices and staff
- Develop a civic and voter education campaign
- Hold a workshop for validation of a civic education campaign
- Develop and distribute visual campaign materials
- Develop and air a script for radio/commercial civic education materials
- Budget for visits by MPs to the constituency offices
- Conduct seminars about the HoR for the public outside of the HoR

#### **GOAL NUMBER 4.2 - DEVELOP USER FRIENDLY PUBLICATIONS ON THE HoR**

##### **ACTION ITEMS:**

- Develop and disseminate user friendly leaflets on the HoR, its structures, its Committees, the work of the Committees, and its place within the governance system and the way it operates
- Develop a plan for the dissemination of the publications within and outside the HoR
- Develop and distribute a regular HoR newsletter and e-newsletter to inform stakeholders, i.e. Government, CSOs, of the work undertaken by the HoR, including the enactment of legislation
- Ensure newsletters are also distributed to MPs and the staff of the HoR for further distribution to their respective constituencies
- Upload the e-newsletter onto the HoR website

## **GOAL NUMBER 4.3- INCREASE DIALOGUE WITH STAKEHOLDERS**

### **ACTION ITEMS:**

- Develop communication and outreach strategy to improve dialogue among civil society and the HoR
- Undertake regular public consultations on priority policies with stakeholders including CSOs, academia, and the private sector
- Develop and hold public seminars and workshops outside of the HoR on the role of the HoR

## **STRATEGIC DIRECTION NUMBER FIVE**

### **OPTIONS FOR BUILDING AND ENHANCING RELATIONSHIPS**

**For any government or political party to be successful, it is important to engage in building relationships with a wide variety of constituencies. The following is a road map as how to engage with a number of stakeholders.**

#### **GOAL NUMBER 5.1 -BUILD AND ENHANCE RELATIONSHIP WITH THE EXECUTIVE/COUNCIL OF MINISTERS**

To regularize the relationship between the HoR and the Executive, including the development of a mechanism/system that strengthens collaboration with the Executive

##### **ACTION ITEMS:**

- Develop a procedure for the HoR to effectively and regularly submit to the Council of Ministers advice and recommendations about the direction of the general political situation: Article 53(5) of the Constitution
- Establish a Special or Ad Hoc Committee that will initiate dialogue to strengthen the cooperation between HoR and the Executive
- Special or Ad Hoc Committee to liaise with the Minister and the Ministry responsible for Research, Technology and Relations with Parliament
- Work with the Executive to develop new procedures for cooperation and communication between the HoR and the Government
- Establish an ethical framework/code of conduct/guidelines for cooperation between HoR and Government to enhance cooperation
- Work with Executive to establish disciplinary actions for non-appearance and non-cooperation of by members of the Council of Ministers
- Work closely with the Executive to develop a HoR calendar
- Work with Executive to develop social and economic impact statements which are to be attached to draft Bills and reviewed by the respective Committee
- Committees to invite their respective Ministers to attend the meetings of the Committee to present an overview of their Ministry's programmes and policies

#### **GOAL NUMBER 5.2 -BUILD AND ENHANCE CO-OPERATION WITH OTHER SECTORS OF THE GOVERNMENT**

To open up dialogue with other sectors of the Government, including Government ministries, departments, agencies and other public bodies and agencies and Local Authorities

##### **ACTION ITEMS:**

- Develop an Outreach Plan and Programme for HoR to Local Authorities
- Establish a Special or Ad Hoc Committee to liaise with Local Authorities

- Develop procedures for Committees to effectively debate and comment on the programme of work and budget of Government ministries, departments, agencies and other public bodies and agencies and to formulate any advice or recommendations
- Develop procedures to ensure that Committees effectively question Heads of state organs or agencies or other senior national offices, whose duties are relevant to them: Article 53(7) of the Constitution

### **GOAL NUMBER 5.3 -BUILD AND ENHANCE RELATIONSHIPS WITH THE MEDIA**

To ensure that the work of the HoR is conveyed to the citizens of Somaliland, it is necessary to establish and foster relations with the media

#### **ACTION ITEMS:**

- Develop and budget for a short term Action Plan to ensure that Committee and Plenary proceedings and reports are reported in the local and national media
- Disseminate HoR decisions to society through the media
- Develop and establish a Media Unit within the HoR
- Provide briefing sessions for the media outlining the way HoR operates, the roles and functions of staff and the procedures of the HoR
- Develop and establish a press gallery system with accreditation for the media
- Establish and provide adequate facilities for the media to report proceedings from the HoR
- Develop a radio and television strategy, including the establishment of a HoR channel
- Broadcast plenary and committee proceedings
- Develop educational programmes that can be transmitted when the plenary and committee meetings are in recess

### **GOAL NUMBER 5.4 - BUILD AND ENHANCE RELATIONSHIPS WITH THE INTERNATIONAL COMMUNITY**

To establish and strengthen relationships with international donors, including the international community

#### **ACTION ITEMS:**

- Develop a strategy to strengthen and enhance relationships with international NGOs, UNDP, AWEPA, IRI, AU, EU, IGAD and other regional organizations
- Identify and compile information on other international organizations with whom to build relationships
- Develop an Outreach Plan for other international organizations
- Develop an Outreach Plan for the Somaliland diaspora



## **GOAL NUMBER 5.5 - BUILD AND ENHANCE RELATIONSHIPS WITH OTHER PARLIAMENTS**

To establish and strengthen relationships with other Parliaments, regional organizations and parliamentary associations

### **ACTION ITEMS:**

- Identify and compile information on other Parliaments, including the Pan-African Parliament, Arab Parliament, African Pacific, Caribbean and EU Parliament
- Develop and implement exchange visits and study tours between MPs and staff of the HoR and other Parliaments
- Identify and compile information on parliamentary associations
- Continue and enhance involvement in the Commonwealth Parliamentary Association
- Continue and enhance involvement in the East Africa Parliamentary Association

## **APPENDIX "A"**

### **MEMBERS OF THE AD HOC COMMITTEE ON STRATEGIC PLANNING**

#### **CHAIR**

Hon. Dr. Ali Yousuf Ahmed, M.P. – Second Deputy Speaker

#### **MEMBERS**

Hon. Mohamed Omar Aden, M.P. – Standing Committee Member  
Hon. Hussein Ismail Yusuf, M.P. – Public Finance Committee Member  
Hon. Cabdirahman Yusuf Arteh, M.P. - Public Accounts Committee Member  
Hon. Abdikadir Jibiril Tukale, M.P. – Social Affairs Committee Member  
Hon. Mohamed Hussein H. Essa, M.P. – Interior and Defense Committee Member  
Hon. Suliman Yusuf Ali, M.P. – Foreign Affairs Committee Member  
Mustafe Mohamed H. Dahir – Legal Advisor  
Abdinasir Osman Mahamoud – Director of Planning

**APPENDIX “B”**

**INTERNAL AND EXTERNAL ASSESSMENT (SWOT: Strengths, Weaknesses, Opportunities and Threats)**

<p align="center"><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Democratically elected Parliament</li> <li>• New Parliament building</li> <li>• Suitable working environment</li> <li>• The structure of the HoR is functional</li> <li>• Increasing wages and salaries</li> <li>• Presence of some capable staff</li> <li>• Parliament is equipped with telephones and computers</li> <li>• Parliament has access to the internet</li> <li>• Each Committee has an office and secretary</li> </ul>	<p align="center"><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Not enough advisers</li> <li>• Absence of outreach programs</li> <li>• Retention of good staff</li> <li>• Lack of training for staff</li> <li>• Lack of training for MPs</li> <li>• Lack of resources</li> <li>• Lack of financial resources</li> <li>• Lack of security and monitoring equipment</li> <li>• Absence of Parliamentary Library and Resource Centre</li> <li>• Tendency of Executive to influence and control the work of Parliament</li> <li>• Insufficient checks and balances of executive</li> <li>• Lack of constituency offices</li> <li>• Difficult for MPs to travel to constituencies</li> <li>• MPs cannot initiate projects in their constituencies</li> <li>• Lack of committees’ overseas missions</li> <li>• HoR budget does not allocate monies for visits to other Parliaments</li> </ul>
<p align="center"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• To make links with other Parliaments</li> <li>• Enhance and build relationships with the Executive</li> <li>• Enhance and build relationships with individuals, entities, businesses and CSOs outside of Parliament</li> <li>• Enhance and build relationships with international community</li> </ul>	<p align="center"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Non-recognition of Somaliland by international community</li> <li>• Lack of understanding by international community of the history of Somaliland</li> <li>• Lack of multilateral and bilateral agreements</li> <li>• Insufficient international aid</li> <li>• Hostile media</li> <li>• Federal Republic of Somalia</li> <li>• Delays in regular elections due to lack of donor funding to ensure proper election procedures are in place</li> </ul>



**APPENDIX “C”**

**HoR STRATEGIC DIRECTIONS – HoR GOALS AND PRIORITIES**

<p align="center"><b>STRATEGIC DIRECTION NO. 1</b></p> <p align="center"><b>ENHANCE INSTITUTIONAL CAPACITY</b></p>	<p align="center"><b>STRATEGIC DIRECTION NO. 2</b></p> <p align="center"><b>IMPROVE LEGISLATIVE PROCESS</b></p>	<p align="center"><b>STRATEGIC DIRECTION NO. 3</b></p> <p align="center"><b>IMPROVE CAPACITY TO PROVIDE EFFECTIVE OVERSIGHT</b></p>	<p align="center"><b>STRATEGIC DIRECTION NO. 4</b></p> <p align="center"><b>DEVELOP REPRESENTATIVE CAPACITY</b></p>	<p align="center"><b>STRATEGIC DIRECTION NO. 5</b></p> <p align="center"><b>BUILD AND ENHANCE RELATIONSHIPS</b></p>
<ul style="list-style-type: none"> <li>• Improve and develop the physical capacity/infrastructure</li> <li>• Strengthen Human Resources</li> <li>• Develop an ICT system</li> <li>• Develop the capacity and professional skills of MPs</li> <li>• Conduct a review and update/revise the Standing Rules</li> <li>• Enhance and ensure effective reporting of proceedings</li> <li>• Enhance the Protocol Unit</li> <li>• Develop and institutionalize an HoR Calendar</li> <li>• Increase the Representation of Women</li> <li>• Increase the Representation of Minorities</li> </ul>	<ul style="list-style-type: none"> <li>• Review and enhance the legislative process in the Standing Rules</li> <li>• Increase and improve the legislative scrutiny by Committees</li> <li>• Improve the Legal Drafter’s/Advisor’s office</li> <li>• Increase capacity of MPs to engage in the legislative process</li> <li>• Engage in public consultations during the legislative process</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen the Committees of the HoR</li> <li>• Review and enhance oversight provisions in the Standing Rules</li> <li>• Improve the plenary proceedings</li> <li>• Enhance financial scrutiny</li> <li>• Increase dialogue with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Increase outreach and community engagement</li> <li>• Develop user friendly publications</li> <li>• Increase dialogue with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Build and enhance relationship with the Executive/Council of Ministers</li> <li>• Build and enhance co-operation with other sectors of the government</li> <li>• Build and enhance relationships with the media</li> <li>• Build and enhance relationships with the international community</li> <li>• Build and enhance relationships with other Parliaments</li> </ul>