**THE REPUBLIC OF SOMALILAND**

**HOUSE OF REPRESENTATIVES**



**STRATEGIC PLAN 2022 - 2026**

***“Bringing the Parliament closer to the People.”***

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**Acronyms / Abbreviations**

MP: Member of Parliament

HoR: House of Representative

S.G.: Secretary General

NDP: National Development Plan

SL:   Somaliland

SDGs: Sustainable Develoment Goals

UNDP: United National Development Progremme

CPA: Commonwealth Parliamentary Association

GOPAC: Global Organisation of Parliamentarians Against Corruption

IPU: International Parliamentary Union (Inter-Parliamentary Union)

SNM: Somali National Movement

UDUB: URURKA DIMUQURAADIGA UMADAHA BAHOOBAY

KULMIYE (no abbreviations, political party)

UCID: URURKA CADAALADA IYO DARYEELKA

WADDANI: (no abbreviation, political party)

NGOs: Non-Governmental Organizations

INGOs: International Non-Governmental Organizations

DP: Development Partners

CSOs: Civil Society Organizations

# The Speaker’s Message

Somaliland's Parliament is a critical component of the country's governance system. Its constitutional responsibilities are divided into four categories: making laws, representing the people's voice in Somaliland, overseeing the government, and serving as a forum for national political debate.

Somaliland deservedly received praise on May 31st 2021, for holding peaceful parliamentary and local council elections, which resulted in the election of 82 MPs who will serve the nation and represent the people for the next five years.

The Speakership of the HoR, comprising myself and the two deputy speakers, are committed to meeting the nation’s expectations of us to the best of our ability.

The five-year strategy plan of 2022-2026 provides a view pane to this commitment.

I am delighted to share with you this plan, which lays out the path we will take in carrying out Parliamentary programs. The strategic plan provides us with a framework for addressing institutional gaps that must be filled to implement our constitutional mandates effectively.

Finally, it is my privilege and honor to present this plan to the people of Somaliland and to our friends and partners in implementation on behalf of the House of Representatives, in the hope that we, together, convert it to practicable, achievable activities of development.

**The Right Honorable Abdirizak Khalif Ahmed**

**The Speaker of the House of Representatives,**

**The Republic of Somaliland**

#

# Word of the Secretary-General

This successor strategy is a medium-term plan that will be put into action between 2022 and 2026. The previous plan (2017–2021) laid the foundation for this one. It outlines a strategy for allocating resources to consistently improve the House of Representatives' structures and systems and the capacity of staff and members to improve the HoR's ability to carry out its constitutional duties successfully.

This plan examines the institutional support that members of the Fifth House of Representatives require to respond to national and constituency expectations. It describes significant, key activities that need be undertaken by the House leadership, secretariat, sub-committees and departments to achieve the House of Representatives' long-term strategic objectives as an institution.

As a result, the HoR’ five-year Strategic Plan draws on the House mandate, vision and values.

Under the direction of the Speaker of the House of Representatives, the HoR will develop yearly work plans mapping out priority activities to be implemented at sub-committee and departmental levels.

I am confident that the entire House of Representatives Secretariat will contribute to the implementation of this strategic plan.

Finally, I'd like to thank the House Leadership the unstinted support it has lent us during the development process of the Plan.

**Mr. Abdirizak Saed Ayanle**

**Secretary-General of the HoR**

# Acknowledgement

The Somaliland Parliament (HoR) has a culture of having a strategic plan for each House term. This strategic plan will assist MPs and staff in effectively managing and handling their day-to-day activities. This strategic plan went through several stages of development. The strategic plan development committee was an important part of the participatory and consultative development process.

First and foremost, I want to express my gratitude to the leadership of the Fifth House of Representatives for their dedication to this plan. Second, I want to thank the members of the strategic plan development committee as well as the technical staff for their contributions to this plan.

I believe that without the unreserved support of the International Republican Institute (IRI), the FYSP would still have been in the making. We are grateful. Likewise, the input of the Senior House Advisor on International Relations and development Partnerships, has added tremendous value to the document, especially in fine-honing content. UNDP supported the FYSP on a number of areas that contributed to the finalization of this copy.

I am grateful to the Somaliland government and development partners for their ongoing contributions and assistance enabling the Somaliland Parliament to carry out its planned activities.

Finally, I would like to express my heartfelt gratitude to the House of Representatives staff for their contributions to the development of this strategic plan 2022-2026 and their loyal service to the MPs and the nation as a whole.

**Abdinasir O. Mohamoud**

**Director of Planning**

# CHAPTER ONE: INTRODUCTION

## 1.1 Overview of Somaliland Political History

Somaliland was a British protectorate for nearly a century, but it obtained independence on June 26th, 1960. However, on July 1st, 1960, it joined voluntarily with Somalia. The goal of Somaliland was to build a great nation, but that dream was dashed when the military regime took power in a coup. People were mistreated and oppressed particularly in the north, known as Somalilanders. The regime fell apart after years of fierce fighting with the Somali National Movement (SNM); and Somaliland regained its freedom from the rest of Somalia. Since then, the Somalilanders have regained control of their affairs, restored peace and order, resolved unrest through a clan reconciliation process, and implemented democratic values that allow people to choose their leaders, including the President, Parliament, and Local Councillors.

Even though Somaliland has yet to be recognized as an independent state, it maintains strong ties with a number of African, European, and Asian countries.

After reclaiming sovereignty in a grand clan-based peace conference in Burao in 1991, Somalilanders once again made a political paradigm shift in 2001 when they voted on the country's first constitution. Since then, they have successfully managed eight democratic elections, including three presidential (2003, 2010, 2017), two parliamentary (2005, 2021), and three local council elections (2002, 2012, 2021) – regardless of the numerous challenges that the country faced. The new constitution provides for three distinct state organs: the executive, the legislature, and the judiciary, each having its duties and responsibilities. Although they function independently, their mandates complement each other.

### 1.1.1 The History of Somaliland Parliament

Somaliland has a bicameral parliament: The House of Elders known as "Guurti"; and the House of Representatives. Both Houses have common functions: making and amending laws, representing the people and exercising oversight to hold the Executive to account.

The first Somaliland House of Representatives was established in 1991 after the country restored its independence. The House then comprised of 111 members who were selected from all clans; and served until 1993. The second House of Representatives was established in 1993 and served for a five-year term until 1997 with 75 members. As in the previous Parliament were selected from all the clans in Somaliland. The third House of Representatives comprised of 82 members who were similarly selected from their respective clans and served from 1997 to 2005.

The fourth but first elected House of Representatives was established in 2005 through the first direct democratic election of that House since the Protectorate Era. The House comprised of 82 members of Parliament elected under three different political parties – UDUB, Kulmiye and UCID. They represented all the regions of the country and were the longest-serving (16 years) members of Parliament who remained in office until June 2021.

The fifth and second democratically elected members of Parliament came into office on the 3rd of August, 2021 - through the direct election that took place on 31st May 2021. They are a total of 82 members elected from all the regions under three political parties – WADDANI, Kulmiye and UCID. They are elected to serve for a five-year term until 2025, when a new parliament is ushered into the House.

### 1.1.2 Structure of the Somaliland Parliament

The Somaliland parliament is a bicameral national legislature comprising the House of Elders known as "Guurti" and the House of Representatives. Both Houses have 82 members, and a Speaker with two Deputy Speakers.

***The House of Representatives:***

Of the 82 members of the House of Representatives, three serve as Speaker and two Deputy Speaker. The remaining 79 members are divided to serve among the ten subject matter Committees of the House. The Rules of Procedure of the House of Representatives guide the Committees in discharging their functions. The Rules of Procedure also spell out the procedures and processes for the committees in meetings, agenda-setting, and how to relate with support staff.

There are eleven standing Committees as follows:

1. The Standing and Discipline Committee;
2. The Public Accounts Committee (PAC)
3. The Economy, Finance and Trade Committee;
4. The Environment, National Resources, Production and Energy Committee;
5. The Internal Affairs, Defence and Security Committee;
6. The Foreign Affairs, Planning, International Cooperation and Investment Committee;
7. The Social Affairs Committee;
8. The Judiciary, Justice, Law and Human Rights Committee;
9. The Public Works, Technology, Housing and Transportation Committee; and
10. The Sharia, Culture and Family Affairs Committee.

The Speaker of the House selects Committee members to serve for a one-year term. The Rules of Procedure outline the Committees' responsibilities, including evaluating, debating, and advising on the draft bills brought to the House. They also guide Committees on proposing draft bills related to their respective mandates. Members in their respective Committees also follow the Rules of Procedure in advising the Ministry of Finance on the budgetary considerations relating to their line ministries. The Rules also provide members with guidance on monitoring and conducting oversight of their line ministries and reporting to the House.

### 1.1.3 Parliamentary Administration

The Parliamentary Administration of Somaliland is set up for both Houses separately.

The Parliamentary Administration of the House of Representative consists of a Secretariat headed by the Secretary-General. The Secretariat consists of 13 departments each headed by a Director as follows:

1. ***The Secretary-General*** is the head of the Secretariat whose primary function is to provide technical support to the House of Representatives. His/her office provides administrative, financial and management assistance to the Speaker together with the rest of the House. He/she also co-signs with the Speaker bills and laws that are moving to the next stage in the legislative process. Staff of the Secretariat attend meetings of the House of Representatives to record the proceedings and to prepare the minutes. The Secretariat is also responsible for protecting the property and documents of the House.
2. ***The Administration and Finance Department*** provides financial management planning and oversight on the budget. The Department is also responsible for implementing the budget of the House of Representatives. The procurement function within this Department also provides technical support to the Procurement Committee of the House
3. ***The Human Resources Department*** develops and implements the human resource policies of the House. In this regard, it is responsible for the House's human resource development and management functions. It also deals with the recruitment of staff, skills development, staff performance and staff remuneration.
4. ***The Hansard Department*** is responsible for providing procedural and secretarial support to members of the House of Representatives during plenary and Committee proceedings.
5. ***The Planning, Coordination and Monitoring Department*** is responsible for the House's strategic planning and implementation function. It coordinates with the Human Resource department to implement the annual performance management system in the House. It is also fresponsible for organizing capacity training workshops and for providin technical assistance across all the departments and House Committees in order for them to dispense resonsibilities effectively.
6. ***The Information Technology Department*** is responsible for mainstreaming ICT in the operations of the House; and provides IT support to the MPs and staff.
7. ***The Protocol and Security Department*** is responsible for the security and safety of the MPs, staff, assets and visitors to Parliament. The Department advises the Secretary-General on security matters, and develops and implements safety and security procedures of the House.
8. ***The Archives, Register and Library Department*** collects, records and maintains information, publications, and documents for MPs, staff and the public through the internet and other sources. The Department also maintains records of all incoming and outgoing official correspondence of House. The Library Unit of the Department manages the library collection.
9. ***The Communication and Public Relations Department*** informs the public, mainstream media and social media about the work of Parliament. It also manages the outreach programmes of the House. In addition, the department develops publications, brochures, newsletters and other IEC materials.
10. ***The Regional Department*** oversees operations in the Regional Offices of Parliament . The offices are established in the five regions of the country: Borama (Awdal Region), Berbera (Sahil Region), Burao (Togdher Region), Erigavo (Sanaag Region), and Lasanod (Sool Region). The regional offices serve as local venues for public engagement of the House of Representatives in the entire country.
11. ***The Research Department*** which is recently established, serves to support the work of the House Committees and Departments. It provides, collects and compiles data and information relevant to parliaments work.
12. ***The Parliamentary Relations Department*** manages the relations of the Parliament with external publics and stakeholders.
13. **The Budget Office of the House** supports the administration department with financial expertise; and advises on the annual budget and financial allocations among line ministries.
14. ***The Advisors’ Office*** employs over 10 Advisors who support the Committees of the House with specific subject matter expertise (legal, political, governance etc.), as may be required.

### 1.1.4 The House of Elders

As per the Constitution, the House of Elders has a Speaker and two Deputy Speakers. It also has standing Committees, Ad-hoc Committees and a Secretary-General. In all, there six Committees as follows:

1. The Standing Committee of the House of Elders;
2. The ad-hoc Committee on Security and Defence;
3. The ad-hoc Committee on Political Affairs;
4. The ad-hoc Committee on Economic Affairs;
5. The ad-hoc Committee on Social Affairs; and
6. The ad-hoc Committee on Legal and Judicial Affairs

### 1.1.5 The Mandate of Parliament

The Mandate of Parliament derives from the Constitution of Somaliland articles 53, 54 and 55 under which Parliament is established and which sets out the functions it performs. The powers of Parliament are the following:

1. To pass all legislation jointly except on financial laws, which are the exclusive function of the House of Representatives;
2. To pass and amend laws relating to finance, taxation, and exercise oversight of the State's national budget, financial accounts, programmes and actions;
3. To approve all the presidential appointments as set out in the Constitution;
4. To debate, comment on and approve Government plans and programmes; and give advice and recommendations to the Government about the general direction of its policies;
5. Parliament also has powers to summon ministers or officials to oversee executive action;
6. It also has powers to ratify International Agreements;
7. To make decisions about the State of Emergency; and
8. It holds impeachment powers.

The House of Representatives share some of these powers with the House of Elders with exclusive power on financial issues. The House of Elders on its part, has a discrete role in respect of “religion, traditions and security”. The Elders also play a special constitutional role in “consulting the traditional heads of communities” (Article 61(4)). It also has the exclusive power to extend the term of office of the President, the Representatives and Local Councils when exceptional circumstances make an election impossible.

The House of Elders is also a “revising chamber” for legislation; but cannot block legislation that the Representatives are determined to pass. The Elders can only return a bill once, and if the Representatives pushed it back unchanged in the following session, the bill shall pass. So, the Elders have delaying powers only; and even when they refuse a bill on “a point of principle” and by 2/3 majority, the Representatives can pass it with a similar 2/3’s majority as per article 78 of the Constitution

## 1.2 Contextual Background

### 1.2.1 Alignment to the National Development Plan

Article 53(2) of the Somaliland Constitution gave the House of Representatives the power to debate, comment on, refer back with reasons or approve the program of the Government. Therefore, the work of Parliament is informed and influenced by the national agenda as articulated in the National Development Plan. It is also related to other regional and global development plans that impact on the affairs of the Somaliland state. As a result, this strategic plan is in line with the goals established in the NDP and those set in the relevant global and regional plans.

This strategic plan recognizes the role to be played by the two Houses of the Parliament in attaining the national development agenda as set out in the NDP. In this regard, while appropriating the budget, Parliament must judiciously focus resources towards those programs with the highest potential to leverage the attainment of the goals set out in the NDP.

1. The NDP articulates that poverty can be reduced through increased economic opportunities and coordinated investment in youth, services, production and infrastructure
2. Increase resilience against the effects of climate change through improved management of the environment, strategic water management, food security and diversification of the economy. The HoR, accordingly, firmly stands behind this surmise planning to upgrade relevant laws, activities, consultations, knowhow, regional tours, awareness raising, public meetings, and support of interventions; and
3. Maintain the human rights of every citizen through good governance, equal access to social services and economic inclusion.

The Somaliland National Vision 2030 aims for a **“Stable, Democratic and Prosperous Country Where People Enjoy a High Quality of Life”.** in order for the Country to live this Mission, it must attain the following set goals.

### 1.2.2 Alignment with International and Regional Plans

The International and Regional plans used in the alignment of this strategic plan include the following:

1. The Sustainable Development Goals (SDGs), a set of 17 global goals outlined in the United Nations blueprint for achieving a better and more sustainable future for all. The SDGs established in 2015 by the United Nations General Assembly Resolution 70/1 are to be achieved by 2030. By aligning this strategic plan with the NDP, which aligns with the Sustainable Development Goals, the Parliamentary strategic plan will align its objectives.
2. The Agenda 2063 – “The Africa We Want” sets out Africa’s agenda for inclusive and sustainable economic growth and development. Members of the African Union signed the plan in May 2013; and was meant to re-dedicate African countries towards the attainment of the Pan-African vision of an integrated, prosperous and peaceful Africa driven by its own people. This vision is in harmony with the goals of Somaliland’s National Development Plan.
3. The Inter-Parliamentary Union (IPU) Strategy: 2017 – 2021 was developed by the IPU and Commonwealth Parliamentary Association (CPA). It articulates the actions that need to be taken by the IPU community to achieve its agenda. The agenda contains two overarching goals: building strong democratic Parliaments and mobilizing them around the global development agenda. Parliament has a critical role in ensuring that these international and regional standards are domesticated and implemented.

## 1.3 The Rationale for Developing the Strategic Plan

In an endeavour to become an increasingly efficient and modernized legislature ready to serve the people of Somaliland effectively, Parliament adopted strategic planning as a best practice. Therefore, the first three-year strategic plan: 2013 – 2015, was an important milestone towards establishing a strategic management framework in the affairs of Parliament.

The framework provides the essential steps required to formulate and implement the strategy. It comprises two key elements: Strategy formulation and strategy implementation. Since the first strategic plan, Somaliland Parliament established a successor five-year strategic plan 2018 – 2022. The current strategic plan is a further entrenchment of this universally recognized best practice in the management of parliamentary affairs. The strategic plan will outline the long-term impact of Parliament on the affairs of the Somaliland nation.

## 1.4 The Methodology for Developing the Strategic Plan

The Strategic Planning Committee of Parliament and various House stakeholders collaborated to create this strategic plan. The goal was to involve all stakeholders in the process.

In addition to the deliberations involving the stakeholders, the process entailed a review of key documents including the following:

1. The Constitution of Somaliland;
2. The National Development Plan – containing the Vision 2030 and the National Development Plan Goals;
3. The previous Strategic Plan: 2018 – 2022;
4. The Needs Assessment for Somaliland Parliament, October 2021;
5. The Evaluation Report of the previous Strategic Plan: 2018 – 2022;
6. The Security Risk Assessment on Parliament Premises;
7. The Basic Assessment Report on Parliament’s Audio Visual Infrastructure; and
8. The Standing Rules of the House of Representatives – Law No 01/2021.

# CHAPTER TWO: THE STRATEGIC DIRECTION OF PARLIAMENT

This chapter presents strategic direction of Parliament over the plan period. It presents the Vision, Mission, Goals and Values for guiding the implementation of the strategy. The Values define the culture that we seek to propagate in Parliament.

**Vision**

Our Vision is, “**A true reflection/model of the Somaliland people’s aspirations to peace, democracy, the rule of law and good governance”.**

**Mission**

Our Mission is **“To represent the people of Somaliland in legislative and oversight mandates as enshrined in our Constitution.”**

**Values**

Our core values and beliefs as a House of Representatives are the following:

1. Honesty and Integrity;
2. Fidelity to law;
3. Transparency and Accountability;
4. Inclusivity;
5. Equality; and
6. Professionalism.

**Goals**

We seek to achieve the following goals under this strategic plan.

**Goal No 1:** To strengthen the Institutional Capacity of Parliament and Secretariat;

**Goal No 2:** To enhance representation and the legislative capacity of Parliament;

**Goal No 3:** To enhance Parliament’s oversight role;

**Goal No 4:** To enhance civic engagement and Parliament’s outreach programmer; and

**Goal No 5:** To improve and strengthen Parliament’s relations with other publics and stakeholders.

# CHAPTER THREE: INSTITUTIONAL REVIEW AND SITUATION ANALYSIS

Under this chapter, a review of the operational environment of Parliament is presented. It tracks the House's performance under the previous strategic plan: 2018 – 2022; noting its achievements, the challenges encountered, what is still outstanding and the lessons learnt. This is necessary as it informs the development of this strategic plan: 2022 – 2026. The chapter also describes the internal and external environment within which the House is expected to operate as it implements the strategic plan. SWOT Analysis, PESTLE Analysis, and Stakeholder Analysis were also employed to complete the environmental analysis.

## 3.1 Review of the implementation of the previous strategic plan: 2018 – 2022

The previous strategic plan set five (5) strategic objectives designed to achieve the Vision and Mission of the Somaliland Parliament. The performance of the House under each objective is detailed here below:

1. The first objective sought to develop the House of Representatives' general capacity and enhance its institutional capacity. More specifically, the objective sought to strengthen the capacity of Parliament as an institution in order to provide strong support to Members of Parliament while performing their duties. It also sought to strengthen the capacity of the Members to make them more effective.

The strategies under this objective entailed: strengthening the corporate services of Parliament; strengthening the Human Resource function of the House; Developing Parliaments infrastructure; improving the ICT capability of Parliament; providing effective reporting of Parliamentary Proceedings; and developing the capacity and skills of the Members.

The performance evaluation revealed that the corporate services of the House were not strengthened as envisaged. The House leadership did not establish the unit meant to steer the implementation of the strategic plan as planned. The strategy on strengthening of the Human Resource was partially achieved; and a human resource policy was established in the House although it has not been enforced. Human resource activities such as the recruitment of staff have not been in compliance with the tenets of the HR policy.

Regarding infrastructure improvements, this strategy was also partially achieved. Due to budgetary constraints, the planned clinic facility and building for the regional offices were not constructed. However, the security function has been strengthened with the House premises fenced. A visitors screening room has been installed. In addition, security staff has been provided with basic training on their duties; and security cameras (CCTV), have been installed for surveillance. Perhaps even more important, the evaluation noted that the space available to Parliament was insufficient to house all the requisite infrastructure; and that this issue remained outstanding, underpinning the fact that an immediate address is exigent.

Regarding effective reporting of Parliamentary proceedings, the evaluation noted that this activity had been largely achieved. However, the Hansard staff had not been equipped with a modern transcript writing system. As a result, they still produced verbatim reports; and MPs continued to debate minutes in Plenary using manually prepared records highlighting how imperative it was that these be improved and brough up to internationally acceptable standards.

Lastly, the strategy relating to strengthening the capacity and skills of Members had been partially implemented. Some of the Members were exposed to training on the role of Parliament providing oversight to the Executive towards attaining the SDGs. In addition, some orientation documents were prepared to guide newly-elected Members on the basics of Parliamentary business.

1. The second objective under the 2018 - 2022 strategic plan sought to improve the legislative process in the House. Various strategies were selected to achieve this objective.

The first strategy entailed scheduling of Committee and Plenary business in the House. This strategy was not implemented and the House Administration had not developed a Parliamentary Business Calendar.

The second strategy was, increasing and improving legislative scrutiny by Committees. This strategy was partially implemented; and a number of books (guidelines) were developed to assist MPs in this area.

The third strategy under this objective entailed increasing consultations during the legislative process. This strategy was achieved and Parliament organized several public consultations; and even invited a number of CSOs to discuss draft bills. In addition, public hearings were conducted in various Regions with MPs meeting with the people they represented. During such forums, the MPs collected the concerns of the people regarding matters that affected them.

The fourth strategy entailed increasing the capacity of Members to effectively engage in the legislative process. This strategy was not achieved due to a lack of resources. The COVID-19 pandemic also negatively affected Parliament’s capacity building activities.

The last strategy under this objective entailed developing standardized parliamentary legislation formats. This strategy was also not implemented; although the Advisors in the House were working to develop a book of legal words (glossary), to assist Members in legal drafting.

1. The third objective was to improve the capacity of Members for effective oversight.

The first strategy under this objective entailed, strengthening the capacities of House Committees. This has not been achieved; and the Committees still function sub-optimally due to insufficient technical support. Committee Members had not been exposed to the required trainings as envisaged; and they also still lacked essential equipment.

The second strategy entailed strengthening the Budget Office of Parliament's capacity to improve oversight. This strategy was achieved as a Budget Office had been established and was operational. The Budget Office supports Committees, particularly the Public Accounts Committee, Economy, Budget and Finance.

The third strategy entailed increasing the oversight capacity of the House through improved library and research services. This strategy was partially implemented; and a library had been established although it still needed improvement. A Research Department was also established, although it lacked adequate staff.

The fourth strategy entailed strengthening Parliament’s aid effectiveness and national development strategies. This strategy was not achieved; and Parliament was not exercising its effective oversight on aid flows into the country.

The fifth strategy under this objective entailed increasing dialogue with stakeholders. This was partially achieved; and Parliament organized various fora with CSOs to exchange information and deliberate on major issues.

1. The fourth objective under the previous strategic plan was to develop a public advocacy and outreach program for Parliament. Four strategies were established to achieve this objective.

The first strategy which was achieved, entailed increasing outreach and community engagement. The public was informed on the workings of Parliament by teams dispatched from the House. Parliament also improved and modernized its website; and regularly updated it with daily achievements. A Parliamentary quarterly publication was developed to convey information to the public. Finally, public consultations were mounted by Parliament to discuss draft bills while they were still at the Committee stage.

The second strategy entailed, establishing a close relationship between Parliament and the Media. This strategy was not achieved and Parliament neither had a media policy nor a media strategy. The House did not also build the capacities of staff in communication and in public relations.

The third strategy entailed developing user-friendly publications on Parliament. This has been achieved; and Parliament continues to publish a quarterly magazine.

Finally, Parliament has achieved the strategy on establishing mechanisms for increasing the representative nature of the House. While implementing this strategy, Parliament organized several public events in which CSOs, women and youth participated.

1. The fifth objective under the previous plan was to enhance and establish Parliament’s international relations.

The first strategy which was partially achieved, entailed enhancing the capacities of Members of the Foreign Affairs Committee. Members of the Committee managed to participate in international conferences and also undertook benchmarking visits to other parliaments, courtesy the Commonwealth Parliamentary Association (CPA).

The second strategy involved building and enhancing relationships with other Parliaments. This strategy was achieved as Somaliland Parliament established good relations with other Parliaments in Africa and Europe. Somaliland MPs were invited to the CPA, Global Organization of Parliamentarians Against Corruption (GOPAC), and to the International Parliamentary Union (IPU) meetings.

The third strategy entailed developing, enhancing and sustaining relations with international NGOs. Again, this strategy was achieved. However, a number of INGOs went slow on their involvement with Parliament following its long stay in office. Others, such as the UNDP regardless, continued to support the Somaliland Parliament.

## 3.2 Lessons Learnt from the previous strategic plan

Overall, the implementation of the previous strategic plan: 2018 – 2022 was low. The evaluation reported that 35% of the objectives were achieved, 35% partially completed and 30% not achieved. The low performance was attributable to a number of challenges which can also be viewed as lessons learnt.

1. During the strategic plan preparation, all stakeholders, particularly the primary stakeholders such as Directors of Departments and Chairpersons of Committees, should participate in the strategic plan preparation process. They will be at the forefront of the plan’s implementation.
2. Some components in some of the objectives were unrealistic and difficult to implement. For example, the sub-objective of building the regional offices of Parliament required substantial financial outlays which were not available.
3. The strategic plan heavily relied on the assumption that foreign funding would be available. The lesson here is to mobilize funds and resources from local sources before resorting to foreign funding. At least 60% of the plan’s budget should have been supported through the domestic budget.
4. The leadership of Parliament must demonstrate a total commitment to implementing the strategic plan. Only then can the requisite resources be committed and availed for its implementation.
5. A monitoring framework must be institutionalized in Parliament's operations to guide the House in tracking its performance in the strategic plan's implementation.

## . Challenges facing the Parliament

1. Almost all the 82 Members of Parliament are newly elected and lack the personal knowledge and experience to fulfil their parliamentary roles. Legal and subject matter expertise is limited among the MPs. Moreover, Parliament’s Administration lacks the requisite expertise; and for example, the number of lawyers available is insufficient to service the 11 Committees of the House. Similarly, subject matter expertise is limited.
2. The number of offices and rooms available for Committees work are not enough. Rooms to accommodate public hearings are also insufficient occasioning Committees to hold such hearings in the Plenary Hall, which are not designed for the purpose.
3. There is little cooperation between the two Houses of Parliament. Joint Rules of Procedures are needed to guide the work of the two Houses.
4. Different forms of governance and legal systems were established in Somaliland’s history viz, the Somali Customary Law, British legal traditions and Italian legal traditions during the Union with Somalia. Furthermore, due to the nascent nature of the Somali language in written form, words and legal terminologies are not always understood to mean the same. An important task would entail standardizing the legal language and legislative drafting. There is also the need to publicize and widely disseminate the existing laws in the country.
5. In order to strengthen oversight, there is a need to provide procedures for stronger interaction between the Executive and the legislature. More resources are required to facilitate logistics for Parliamentarians while performing their oversight duties.
6. In terms of budget appropriation and approval, Members lack the required knowledge in finance. The support staff of the Parliament also lacked such knowledge. Furthermore, financial resources for expert advice, public engagement and field visits were not available. These two challenges compromise the effective performance of the important function by the House.
7. Limited resources for travel also constrain Member’s representational function. Although regional offices exist, local level offices do not exist. As a result, no suitable venues exist for the engagement of Members with their constituents.
8. Collaboration with local or national Media is weak. The Communications and Public Relations Department lacks the skills and experience to engage with the media effectively.
9. Staff of the Secretariat generally require training in legal and subject matter advice and financial expertise; in an effort to strengthen the general support structure of the House, there may be a need to consider a merger of some administrative offices.
10. Access to information is limited, mainly archives, government reports, and committee reports which are in hard copies and difficult to easily retrieve them.

## 3.4 SWOT Analysis

The table below provides a summarized representation of the operational environment of Parliament: Strengths, Weaknesses, Opportunities and Threats.

**Table 1: The SWOT analysis**

|  |  |
| --- | --- |
| **Strengths**  | **Weaknesses** |
| 1. Existence and Independence of Parliament;
2. An autonomous and professional parliamentary staff who are capable of doing their work effectively;
3. New, young and energetic MPs;
4. Strategic alliances with other legislatures, parliamentary associations, and regional legislatures.
 | 1. Lack of adequate offices for Committee work and operations.
2. The MPs are new and have little experience in Parliamentary business.
3. Lack of proper terms of reference for support staff.
4. Budget dependence on the Executive and donor support.
5. Inadequate institutional policies, procedures, and manuals.
6. Institutional policies are not enforced and applied in day-to-day operations.
7. All laws and data are kept on paper.
8. Political parties continue to divide MPs.
9. Inadequacy of departmental plans
10. Inadequate public participation in legislative processes
 |
| **Opportunities**  | **Threats** |
| 1. The Parliamentarians are new and so they still have the people’s confidence.
2. The Goodwill of Development Partners.
3. A resilient nation with a positive outlook for the future.
4. Extensive national telephony to facilitate communication with the public.
5. Interest by stakeholders to forge partnership, linkage and collaborations with Parliament
6. Increased desire for the public to understand the working of Parliament
7. Expanding ICT connectivity and social media engagement.
 | 1. High public expectation and demand of MPs.
2. Unrealistic promises by the MPs to the voters.
3. Budgetary constraints.
4. Political division among the MPs.
5. Covid-19 Pandemic could be a potential threat that may affect parliament’s work.
 |

## 3.5 The External Environment

The social friends in Somaliland are also influenced by technology today, especially social media. The role of the internet and social media can spur growth. The annual increase in internet usage was 10%. Almost the entire 2.8 million urban population uses mobile money solely through their phones. This demonstrates the rapid evolution of technology and information access. As a result, communication and social media have taken centre stage as critical platforms for public discourse.

Although society is swiftly adopting digital technology parliaments are not. The 2018 e-Parliament Report (IPU), indicates that parliaments are normally not early adopters of new technologies. They are slow, adopting digital tools, social tools and open data. Yet the public today expects ready access to Parliament just as it does to private sector services. It requires to receive information; and be able to transact and participate in the legislative processes of Parliament.

In spite of party contestations in the political arena, there is consensus in Somaliland on the main challenges - poverty, youth unemployment and household food insecurity. The National Development Plan articulates these challenges in detail; and set the objectives and strategies to address them. To achieve the objectives, the Country needs a robust Parliament that plays its role as an agent of change, supporting the accelerated delivery of its development agenda. Parliament should approve the National Development Plan. Effective oversight and accountability are required to focus the country's resources on the National Vision.

According to the IPU Report, 2012, the common pressures of the public on Parliament are:

1. More information and influence in parliamentary work;
2. More accountability and responsiveness in public concerns; and
3. Faster service delivery to citizens.

In the intermediate environment the other service providers that support the work of Parliament include:

1. **Internet service providers** – Parliament’s operations heavily rely on internet service providers without whom, it would find it hard to operate;
2. Telephony providers – these are essential for efficient and smooth running of Parliament’s operations;
3. **Software providers** – Parliament’s operations rely on key software which are accompanied by licenses that have to be paid for;
4. Government Ministries and Departments; and
5. The National Police Service – for security.

## 3.6 PESTLE Analysis

The table below provides an analysis of the Political, Economic, Social, Technological, Legal and Environmental issues that are likely to impact the implementation of this Strategic Plan.

**Table 2: The PESTLE Analysis**

| **Category of Analysis** | **Issue** | **Effect** |
| --- | --- | --- |
| **Political** | 1. Opening of political space;
2. The security classification of the country by some stakeholders;
3. Need to forge closer collaboration with government agencies and institutions;
4. The influence of political parties in Parliament and in Government;
5. Interest by stakeholders to influence the work of Parliament; and
6. High turnover of Members of Parliament.
 | 1. Reshapes the political structure of Parliament and promotes participation;
2. Results in persistent negative perceptions of certain Regions of the country;
3. Strengthening the work of Parliament;
4. Partisan decision making that could be inimical to the House;
5. Weakening the impartiality of Parliament; and
6. Loss of institutional memory of the House.
 |
| **Economic** | 1. Widespread poverty;
2. A narrow budgetary base;
3. Reliance on few sectors of the economy;
4. The development budget is overly reliant on external financing.
 | 1. Slow economic growth; and increased opportunistic crime and corruption;
2. Reduced resource inflows;
3. Increased burden on productive sectors; and
4. Slow development dictated by the pace of donor activity.
 |
| **Social** | 1. Competition for water and pasture;
2. High youth unemployment and illegal migration; and
3. Increased and unregulated social media.
 | 1. Persistent clan conflicts;
2. Destabilized families and reduced labor force; and
3. Pervasive misinformation.
 |
| **Technology** | 1. Increased technological use.
 | 1. Tech-savvy population; Increased use of social media and increased need for cyber security.
 |
| **Legal** | 1. Constitutional improvement/amendment required; and
2. Gaps in existing legal frameworks.
 | 1. Unstable legal frameworks; and
2. A diminished enabling legal environment.
 |
| **Environmental** | 1. Recurrent drought;
2. Reduced access to water and pasture; and
3. Household food insecurity.
 | 1. Destroyed livelihoods;
2. Increased pressure on available water and other resources; and
3. Low nutritional intake particularly for vulnerable populations.
 |

## 3.7 STAKEHOLDERS Analysis

Parliament is a House for the people, and represents the interest the electorate. This table captures the expectations of the various stakeholders to the House. According to the IPU Report, 2012, the common pressures of the public on Parliament are:

1. More information and influence in parliamentary work:
2. More accountability and responsiveness in public concerns; and
3. Faster service delivery to citizens

**Table: 3. Stakeholder Analysis**

| **Stakeholder**  | **Stakeholder Expectation**  | **Parliament Expectation**  |
| --- | --- | --- |
| **Members of Parliament**  | 1. Efficient services, technical and administrative support;
2. A conducive working environment;
3. Capacity building to undertake their roles.
4. A well-functioning E-Library to which each MP had access
5. Subject matter experts embedded in Committees
6. Skilled personnel to be assigned to Committees
7. Improving communication within the House
8. Contribute to the development of the nation, and prepare it for the vast changes happening to the Globe such as climate change, fast-changing political climates, international conflicts, economic recession, and the like.
9. To address gender inequity and actively create an enabling environment for women to be elected to higher positions in the executive, legislative and judiciary branches
10. Establish a robust research and development mechanism that supports parliament initiatives at House and national levels
 | 1. Improved quality of debate;
2. Increased passage of laws;
3. Enhanced quality of Bills;
4. Improved oversight of public institutions and public resources; and
5. Increased public participation.
6. Play more active roles in creating caucuses addressing climate impact and general attitude towards the election of women to responsible positions
 |
| **Staff of the Parliament** | 1. Competitive remuneration;
2. Staff welfare issues addressed;
3. Facilitate training and career development and growth;
4. Provide a conducive and secure working environment.
5. Departmental plans developed and implemented
6. Terms of Reference for staff and performance indicators developed
7. Data of the House digitalized
 | 1. Improved performance and service delivery;
2. Timely implementation of the House programs;
3. Adherence to the policies, procedures, rules and regulations.
4. Demonstrating good character and teamwork
5. Improved implementation and performance
6. Clarified roles and responsibilities
7. A functional E-Library with sufficient data and information
8. Requisite space, skill, and equipment to deliver support to House activities competently
 |
| **The public/people/****electorates**  | 1. Effective and responsible representation;
2. Effective and evidence-based oversight;
3. Appropriate utilization of resources;
4. Good governance practices; and
5. Capacity building for local authorities.
 | 1. Participation in parliamentary processes;
2. Informed public on the workings of Parliament and on the laws enacted;
3. Improved local authorities performance
 |
| **The Media**  | 1. Access to information and parliament proceedings.
2. Unrestricted access to information
3. Enactment of a media law
4. Journalists' fundamental rights must be protected and advocated for.
 | 1. Objective reporting on Parliament
2. A bridge between Parliamentarians and their constituents
3. An unbiased and professional report on legislative activities
4. Depoliticization of sensitive Chamber issues
 |
| **Development Partners** | 1. Good Governance;
2. Strong Institutions;
3. Growth in democracy; and
4. Appropriate utilization of resources
5. Meaningful public participation in parliamentary business;
6. Align the Strategic Plan with the SDGs
7. Enforcing approved laws
8. Enhanced Parliamentary Business Processes
9. House Strategic Plan to be Implemented
10. The House to Reform Somaliland's Governance System
11. Prioritizing laws related to social protection (women quota, Sexual Offenses Bill)
12. Establishing a Parliamentary Business Calendar
13. Promoting female political participation
14. Journalist Representation and Protection
15. Increasing the proportion of women on HOR staff
16. Improving the House infrastructure (Committee public hearing spaces)
17. Improving the House's Standing Rules of Procedure
18. Improving Parliament and Executive Relations
19. Proactive engagement with the public
20. Increasing the House's budget to exercise the House's Constitutional mandate
21. Developing a database for accessing House information
22. Continuation of developing joint House Rules of Procedure for HOR and HOE
 | 1. Rules of law; and
2. Increased collaboration
3. Access to technical and financial assistance of the partners to implement the SP.
 |
| **The Judiciary** | 1. Expeditious enactment of good laws; and
2. Expansion of the legislative space.
 | 1. Law enforcement that is both effective and precise.
 |
| **The Private Sector**  | 1. The speedy expansion of the legal space
2. Equity in the provision of law
3. Participation in the legislative process, particularly private sector related bills
4. Protection of local companies from the international companies' competition for Berbera Free zone
5. Executive oversight by the HOR, particularly the Ministry of Commerce, to ensure that approved laws are followed.
6. Regular meetings between the private sector and HOR
7. Intellectual property and copyright bill introduced
8. Corporates granted legal personality
 | 1. Adherence to the law
2. Provide information during the drafting of bills related to the private sector
 |
| **Global partners** | 1. Active participation in international fora; and
2. Domestication of international best practices and standards.
 | 1. Capacity building of staff and members of parliament;
2. Adaptation of best practice;
3. Participation in global decision making; and
4. Implementation of constitutional duties.
5. Cooperation with Somaliland on its own merit and achievements
6. Encourage development
7. Proactive combat of the ravages of climate change and environmental degradation
8. Support parliament in bridging the ‘knowledge gap’ through exposure visits short-term trainings, exposure visits, and the eventual establishment of a center for parliamentary studies and training
9. Provision of on-job skills training through subject matter experts to help parliament leadership, members of the parliament and secretariat departments in best practices and the professional execution of their responsibilities
 |
| **Ministries and public institutions**  | 1. More effective and efficient debate and communication on all issues.
2. To pass laws with good quality;
3. Periodic meetings between the Ministry of Parliamentary and Constitutional Affairs and the HOR
4. Draft and introduce constitutionally mandated legislation
5. Prioritize social protection Bills
6. Introduce/amend bills dealing with the social and environmental kaleidoscope
 | 1. Timely development of policies, programs and budgets.
2. Stronger cooperation with the legislative/elected MPs on the part of the executive for more effective dispensation of duties and responsibilities
 |
| **The civil societies**  | 1. Inclusiveness in the legislation process.
2. Inclusive and meaningful participation for civil society in the legislation process
3. During the oversight process, MPs concentrate on social programs.
4. Laws benefiting the vulnerable and poor are enacted.
5. MPs discuss important issues during plenary debates.
6. Advisors for women, minorities, youth, and people with disabilities introduced.
7. Approved laws are enforced and regularly reviewed (e.g. Rape Law)
8. Anti-discrimination legislation enacted.
9. Caucuses re-introduced (Green and Health Caucuses)
10. An online platform to access laws and other parliamentary business
11. Aligning the annual budget and National Development Plan
12. A close relationship between MPs and constituencies
13. Constitutional review
 | 1. Objective criticism;
2. Contribution to the legislative processes.
3. Share information about social issues with the House
4. Disseminate laws
 |
| **Women and Youth** | 1. Participation in Parliamentary processes; and
2. Special legal provisions to encourage inclusivity. Active participation of currently excluded, marginalized groups such as PWDs is an unimplemented constitutional must
3. Approval of a women's quota
 | 1. Active participation in development activities.
 |

CHAPTER FOUR: THE GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES OF PARLIAMENT

## 4.1 The Intervention Logic

This chapter presents the interlinkages between the Goals, Objectives, Strategies and Activities of Parliament. The strategic planning process employs a logical framework approach to define the inputs, activities, outputs and goals that support the Mission of Parliament as depicted in figure 1.

The inputs at the constituency level relate to the budgetary funds deployed to finance parliament’s activities in constituencies. Such activities include: Constituency forums with CSOs and the electorate, Member support to their constituents etc. The inputs to House Committees relate to procedural and legal advice, research, maintenance of records, public outreach, communication, media, Committee meetings logistics and security. Inputs to the House entail direct support to Members such as advisory services and information services.

The activities relate to the plenary sessions of Parliament; meetings of the House Committees, and the work performed in the constituencies. Parliament requires appropriate capacity, information and a conducive environment to undertake these activities. The outputs include: Bills debated and passed; budgetary recommendations on various sectors; appointment recommendations; debates and recommendations on government interventions and programmes; approved International Agreements and other resolutions of Parliament. The resultant goals from the process include: Accountable government; Strengthened oversight and accountability; Enhanced public involvement and trust; and strengthened legislative capacity. At the national level, the impact entails; Reduced poverty and unemployment; and reduced inequality.

This intervention logic by Parliament is in tandem with the country’s Vision as articulated in the National Development Plan. Achieving the high quality of life as envisaged in the NDP requires an increased pace of service delivery by government. This will result in increased employment; reduced poverty, and reduced inequality. It calls for a more responsive and accountable government. Increased responsiveness and accountability will in turn, require strengthened oversight by Parliament. Strong oversight will call for deeper scrutiny by committees, effective public involvement and hearing, and effective recommendations by the House. To undertake deeper scrutiny, House Committees will require more time and attention to oversight activities; enhanced Member capacity; and active involvement by the Public in Parliament’s business. Lastly, it entails sharpening the inputs required in parliamentary processes and institutionalising an effective monitoring process for tracking parliament’s implementation of the strategic plan.

**Table 4: The Vertical Logic of Planning linking inputs, activities, outputs and outcomes**

|  |  |  |
| --- | --- | --- |
| **Narrative Summary** | **Result Area/Level** | **Activity/Output/Outcome** |
| **Impact** | National | 1. Reduced poverty;
2. Reduced unemployment;
3. Reduced inequality; and
4. Improved quality of life.
 |
| **Goals** | National/Parliament | 1. Accountable government;
2. Strengthened capacity for legislation;
3. Enhanced public participation and involvement;
4. Increased public trust;
5. Increased engagement in International forums; and
6. Deepened democracy.
 |
| **Outputs** | Parliament | 1. Bills debated and passed;
2. Public appointment recommendations;
3. Public programmes discussed and approved;
4. Approved International Agreements; and
5. Other House Resolutions.
 |
| **Activities** | Parliament | 1. Plenary sessions;
2. House Committee Meetings; and
3. Constituency level representation
 |
| **Inputs** | Parliament | 1. Advisory services;
2. Technical information services;
3. Administrative support services to Members; and
4. Funds and logistical support to Members.
 |
| Committees | 1. Legal advice, legal drafting and procedural support to Members;
2. Subject matter content advice;
3. Research information;
4. Records;
5. Communications;
6. Media;
7. Committee meeting room logistics; and
8. Security.
 |
| Constituencies | 1. Finances for constituency work; and
2. Logistics for constituency work.
 |

**Table 5: The linkage between Goals and Objectives**

|  |  |
| --- | --- |
| **Goals** | **Objectives** |
| **Goal 1: Strengthened institutional capacity of Parliament.** | 1. To build the capacities of the Secretariat for effective support to Members of Parliament.
2. To enhance the business processes of the House
3. To cover technical, spatial and equipment challenges of the HoR to create an enabling workplace environment
 |
| **Goal 2: Enhanced representation and legislative capacity.** | 1. To enhance the personal capacities of Members of Parliament; and
2. To improve the processes of representation and legislation.
3. To maintain close links with electorate not only to keep them updated on parliamentary processes of concern but to, also, keep informed of their needs to live as fully-respected, fully-served citizens
 |
| **Goal 3: Enhanced oversight and accountable government.** | 1. To Enhance Parliament’s oversight and Accountability function.
 |
| **Goal 4: Enhanced civic engagement and parliamentary outreach.** | 1. To enhance public participation in parliamentary processes.
 |
| **Goal 5: Parliament’s engagement with publics, and international forums strengthened.** | 1. To build and enhance relationships with other Parliaments; and
2. To enhance collaboration with the International Community and Development Partners.
 |

This section presents the linkage between each objective and the concomitant strategies; implying the implementation of the strategies is expected to lead to the attainment of the objectives.

***Objective One: To build the capacities of the Secretariat for effective support to Members of Parliament.***

For Parliament to deliver effectively on its mandate, it is imperative that the support services it receives from the Secretariat are strengthened. This calls for efforts to build specific skills in the various cadres of Secretariat staff to enable them perform their duties effectively. Legal advice and drafting, finance and budget preparation, and conducting research are some of the specific areas in which additional staff skills are required. The organizational structure of the House also requires restructuring so as to rationalize staffing with functions. Lastly, the staff will require modern tools to perform their roles.

To realize this objective, therefore, the following strategies have been selected: -

* 1. Providing specific training to the staff of the Secretariat on parliamentary processes and subject matter;
	2. Recruiting subject matter and technical pool of experts
	3. Provide additional professional personnel for the house leadership and the secretariat;
	4. Improving the welfare of staff;
	5. Developing and maintaining a parliamentary calendar
	6. Develop and capacitate the research and development capacity of the parliament
	7. Developing and implementing the Strategic Plan: 2022 – 2026
	8. Institutionalizing a performance management system in Parliament’s operations
	9. Establishing a Monitoring Framework for tracking Parliament’s performance; and
	10. Rationalizing the Organizational structure of the Secretariat.

***Objective Two: To enhance the business processes of Parliament.***

This objective seeks to enhance the productivity of the inputs that are employed in the business activities of Parliament. Its attainment will entail, streamlining the work processes so as to remove slack in operations. ICT infrastructure will be acquired and the Members of Parliament and staff trained in its use. This effort will lead to the eventual establishment of an e-Parliament that is efficient. In the same vein, the physical infrastructure of Parliament will be upgraded in order to remove existing operational constraints. In this regard, new offices, Committee rooms and Constituency offices will be provided.

In order to achieve the above objective, the following strategies will be implemented: -

1. Establishing and implementing policy frameworks to facilitate Parliament’s work
2. Acquiring IT tools and infrastructure and mainstreaming IT in Parliament’s operations including e-library;
3. Training Members of Parliament and Secretariat staff on ICT;
4. Upgrading compound security and knowhow of security personnel/details, and
5. Developing and upgrading Parliament’s physical infrastructure.

***Objective Three: To enhance the professional capacities of Members of Parliament.***

This objective seeks to strengthen the Members; and to sharpen their professional skills. In light of the fact that most of the Members are new, they require comprehensive induction and orientation on elected Members' roles, duties, and responsibilities. The Members also need training on the legislative system and the procedures used in Parliament. They will also need to be trained on effective scrutiny, amendment, development of legislation, effective oversight and representation. The training of Members will be structured as a continuous professional development programme.

The following strategies have been selected to achieve this objective: -

1. Designing and implementing a needs-based Comprehensive Capacity Development Program for Members of Parliament;
2. Attach professional, subject matter experts to sub-committees as technical advisors
3. Involving Members of Parliament in the Budget-Making Process; and
4. Training Members on the application and use of Standing Orders of the House.
5. Establishment of a centre for parliamentary studies and training

***Objective Four: To improve the processes of representation and legislation.***

This objective seeks to streamline and simplify parliament’s processes in the execution of its constitutional mandate. To achieve this, Parliament requires to start by managing its business through a structured Parliamentary Calendar. This will entail developing periodic legislative timetables in collaboration with the Executive. Sufficient time for Committee scrutiny of the Executive proposals and for plenary discussions and debate would be factored in the calendar. Similarly, time enough for consultations with other stakeholders on the likely impact of the proposed bills; and to allow Members to reflect on the Committees’ findings before voting on them.

House Committees play a key role in the legislative process. They inject quality in the process through in-depth scrutiny of proposed legislation. It is therefore, imperative that the capacities of the Committees are deliberately strengthened by providing them with the financial resources, information and technical expertise needed. Specific subject matter training for Committee Members would, therefore, be required.

The strategies to achieve this objective would also entail mounting consultations with CSOs and other outside organizations. House Committees need strengthening to have the skills to meaningfully interact and to extract information from external stakeholders.

The strategies to achieve the above objective include: -

1. Building the capacity of Members of Parliament on their representational role;
2. Strengthening the process of representation;
3. Building the capacities of Members of Parliament on their legislative role;
4. Strengthening the process of legislation in the House;
5. Developing guidelines to manage Parliamentary processes;
6. Strengthening operations in the Speaker’s offices;
7. Establishing a Parliamentary Calendar to guide the Plenary and Committee activities in a structured manner;
8. Providing House Committees with sufficient time, resources and information to allow for exhaustive scrutiny of proposed bills;
9. Increasing consultations with external stakeholders on draft legislation; and
10. Developing standardized Parliamentary legislation formats.

***Objective Five: To Enhance Parliament’s oversight and Accountability functions.***

The oversight function of Parliament involves scrutinizing Government’s budget plans, public expenditure and assessing effectiveness in implementing programmes. This objective seeks to sharpen the current practices and procedures used.

The strategies to attain this objective will entail building the capacities of House Committees to develop and implement work plans that are in harmony with the House Parliamentary Calendar. The work plans will be designed in such a way that they allow for engagement and inquires by external stakeholders.

As a support to the Committees, the Secretariat staff will be required to provide the information and expertise required to facilitate the Committees' work. The Secretariat will also develop and maintain a roster of external experts who can be readily called upon to provide subject matter expertise to the Committees.

A Budget Office has already been established in Parliament in accordance with the Public Financial Management Act No. 75 of 2016. The Budget Office provides Members with timely analysis of the budget cycle; and the information and the estimates required for fact-based decision making. The Budget Office will be strengthened by training its staff and hiring more finance specialists to perform this function even more efficiently.

An additional aspect requiring focus relates to exercising oversight over aid funds. This will require that the Executive reports to Parliament on aid spending.

To further build the capacities of the Committees for oversight, a Library has been established in Parliament. The purpose is to provide a repository for parliamentary records and a centre for reference and research. It is envisaged that the library will quickly evolve into an e-library.

Lastly, the Members will participate in benchmarking visits with other Parliaments to acquire best practices in exercising oversight.

To achieve the fifth objective, Parliament will implement the following strategies: -

1. Building the capacities of Members of Parliament and House Committees on oversight;
2. Expanding the capacity of Parliament on Budget issues
3. Strengthening Parliament’s Budget Office;
4. Acquiring specialist technical support from external experts;
5. Entrenching Parliament in the Budget-making process; and tracking utilization of budgetary resources by line Ministries; and
6. Establishing a robust Resource Centre in Parliament.

***Objective Six: To enhance public participation in Parliamentary processes.***

This objective seeks to expand the involvement of the wider public in the affairs of the House with a view to earning public trust. Parliament has an advocacy role, educating the citizens on the legislature's role and informing them of the activities of the House. in addition, the House is expected to spearhead the national debate in the country. Members are, therefore, expected to provide civic education, provide information on the work of Parliament, organize public engagement forums and offer public lectures.

Expanding outreach will also entail developing Information Education and Communication (IEC) materials on the work of parliament. The material will be made available to the general public during public hearings and when they visit Parliament. A regular e-newsletter will also be developed and uploaded on the House’s website on a regular basis.

A key partner in the advocacy activities of the House is the Media. It is expected that the relationship between the Media and Parliament will be strengthened under this Strategic Plan. The capacities of the Communication and Public Relations Department will be enhanced such that it feeds Media with the information it requires. The media will in-turn, be relied upon to broadcast the proceedings of the Plenary and meetings of Committees on topical issues. Further, Parliament will establish a Communications and Public Relations policy to guide its dealings with external publics.

Recent research conducted by SORADI a private research organization revealed that the public in Somaliland was not conversant with Parliaments operations and processes. This strategic plan is keen to promote public participation and awareness of the House business. To this end, it will provide education programmes and also seek to obtain the public’s input into parliamentary affairs.

Lastly, Parliament is aware that female representation in the House is lacking. In addition, staffing within the Secretariat is heavily skewed in favour of men. This issue remains outstanding; and efforts towards gender mainstreaming both in the HOR and in the Secretariat will be intensified under this strategic plan.

The strategies set to attain the above objective are: -

1. Establishing and implementing a robust advocacy and outreach programme in the House;
2. Strengthening the communications function of Parliament;
3. Strengthening relations with the Media;
4. Establishing a nation-wide constituency office network.
5. Developing and implementing a nation-wide Civic Education program;
6. Increasing public access to Parliamentary premises and business; and
7. Promoting the participation of Women and Youth in Parliamentary activities and processes.

***Objective Seven: To build and enhance relationships with other Parliaments.***

This objective seeks to enhance and deepen Parliament’s relations with other Parliaments. Already, the House of Representatives enjoys relations with some African and European Parliaments. However, an expanded network of collaboration with more parliaments is desirable. During the span of this strategic plan, Parliament will aspire to participate as an active member in the Inter-Parliamentary Union (IPU), the East African Legislative Assembly and the Pan-African Parliament. It will also seek to closer participation in the Commonwealth Parliamentary Association (CPA), the forum of Presiding Officers and Clerks (FPOC) and the Institute of Parliamentary Studies.

To achieve this objective, the following strategies will be employed: -

1. Strengthening the capacities of the Foreign Affairs Committee;
2. Forging new relationships; and deepening existing ones with other parliaments, regional organizations and parliamentary associations.

***Objective Eight: To enhance collaboration with the International Community and Development Partners.***

This objective seeks to expand Parliament’s partnerships with the international community. Over the years, it has collaborated with the UNDP, USAID, AWEPA and IRI. Under this strategic plan, it will intensify efforts to establish new relationships with other International Development Agencies, Bilateral Development Partners, INGOs and the Centre for Democratic Institutions (CDI).

The following strategies have been selected to achieve this objective:

1. Strengthening and formalizing existing partnerships; and
2. Inviting Partners to participate as key stakeholders in Parliament’s development Agenda.

**Table 6: Analysis of strategy**

This section presents the relationship between the strategies selected under this Strategic Plan, and the activities for implementation.

| **Objective** | **Strategies** | **Activities** |
| --- | --- | --- |
| **Objective 1: To build the capacities of the Secretariat for effective support to Members of Parliament** | * 1. Providing specific training to the staff of the Secretariat on parliamentary processes and subject matter.
 | (i) Undertake a Capacity Needs Assessment of all the cadres in the Secretariat;(ii) Develop tailored training programmes based on the needs identified;(iii) Implement staff training in phases; and(iv) Assess the impact of training on staff. |
| 1.2 Recruiting expert, technical advisors and additional professional personnel in the areas of need | (i) Undertake a quick staffing norms study to determine the ideal staffing levels;(ii) Develop the job intends for professional staff; and(iii) Recruit and deploy staff based on need |
| 1.3 Developing and implementing the Strategic Plan: 2022 – 2026 | * 1. Prepare the strategic plan for Parliament, complete with Implementation and Monitoring Plans;
	2. Engage stakeholders in the process and obtain their input;
	3. Develop Plans of Operation for Departments;
	4. Develop Individual Work Plans; and
	5. Monitor implementation on a regular and structured basis.
 |
| 1.4 Institutionalizing a Performance Management System in Parliament’s operations | 1. Prepare staff individual work plans;
2. Install a Performance Appraisal System;
3. Conduct bi-annual reviews with staff; and
4. Conduct Annual Performance Appraisals.
 |
| * 1. Establishing a Monitoring Framework for tracking Parliament’s performance.
 | 1. Develop a monitoring framework for Parliament;
2. Establish Key Performance Indicators (KPIs);
3. Track progress on a periodic basis; and
4. Prepare and use monitoring reports.
 |
| 1.6 Rationalizing the organization structure of Parliament | * 1. Rationalize the existing organization structures against functions;
	2. Undertake job grading and descriptions; and
	3. Recruit and deploy staff as required.
 |
| 1.7 Improving the welfare of staff | * 1. Establish a clear grading structure with job descriptions;
	2. Establish clear Terms of Service for the various cadres;
	3. Provide paths for career progression and growth;
	4. Establish staff wellness schemes; and
	5. Provide for staff safety and security.
 |
| 1.8 Mainstreaming ICT in the operations of Parliament. | * 1. Assess the ICT needs in Parliament’s operations;
	2. Acquire the required equipment and ICT infrastructure;
	3. Build the ICT skills of MPs and staff; and
	4. Regularly update the website.
 |
| **Objective 2: To enhance the business processes of Parliament.** | 2.1 Establishing and implementing policy frameworks to facilitate Parliament’s work. | 1. Develop policies for all key areas of operation, including HR, IT, Finance, Communications, Public Engagement, and Engagement with the Executive; and
2. Develop and establish a Policy and Operations Manual.
 |
| 2.2 Acquiring IT tools and infrastructure and mainstreaming IT in Parliament’s operations, including E-library. | 1. Prepare specifications for the E-library requirements;
2. Procure the required E-library equipment; and
3. Install appropriate E-library infrastructure.
 |
| 2.3 Training Members of Parliament and Secretariat staff on ICT. | 1. Develop a training program for Members and Secretariat staff on IT;
2. implement the training program for Members and staff; and
3. Evaluate the impact of the IT training on Members and staff.
 |
| 2.4 Developing and upgrading Parliament’s physical infrastructure. | 1. Determine the infrastructural requirements of Parliament for Committees, Plenary and Secretariat staff;
2. Develop a Master Plan for renovations, modifications and new physical infrastructure;
3. Implement construction;
4. Acquire new sites as feasible;
5. Manage occupancy on priority basis; and
6. Build Constituency offices.
 |
|  | 2.5 Develop the research and development capacity of the parliament | (i) Assess the current status and the capacity of the staff(ii) Recruit appropriate staff(iii) Attach subject matter experts to the department1. Train staff
2. Support Committee and House Leadership on areas of concern
 |
| **Objective 3: To enhance the professional capacities of Members of Parliament.** | 3.1 Designing and implementing a needs-based Comprehensive Capacity Development Programme for Members of Parliament. | * 1. Conduct a capacity assessment needs of the Members of Parliament;
	2. Compile a CNA report and discuss with the Members;
	3. Develop a training programme for Members on Parliamentary Procedures and Processes;
	4. Implement the training on a phased basis; and
	5. Manage benchmarking activities for Members.
 |
| 3.2 Involving Members of Parliament in the Budget making process. | * 1. Provide intensive induction course on the Budget Making process to new Members of Parliament;
	2. Establish guidelines on Member participation in the Budget Cycle with the Executive;
	3. Provide the House Budget Committee with timely information on the movement of the budget proposals from the Ministry of Finance;
	4. Furnish the Budget Committee Members with the financial details and structure of the proposed bills; and
	5. Develop guidelines to facilitate Members performing their budgetary oversight role.
 |
| 3.3 Training Members on the application and use of Standing Orders of the House.  | 1. Conduct sensitization workshops for MPs on Standing Orders.
 |
| **Objective 4: To improve the process of representation and legislation** | 4.1 Building the capacities of Members of Parliament on their representational role. | * 1. Provide induction training to MPs on the expectations of the electorate; and their role as representatives;
	2. Establish a Constituency office network for use by MPs; and
	3. Provide logistical support to Members for travel and for hosting public hearings.
 |
| 4.2 Strengthening the process of representation | 1. Develop training for MPs on representation and outreach
2. Constituency offices established
3. Annual visit to Constituencies by MPs (regional)
4. Establish a gender caucus within the House that functions in tandem with a unit office to follow up on activities, processes aiming to provide vital political space in the nation’s leadership roles
5. Establish a climate change unit to properly keep abreast of the fast-changing climate and its adverse impact on the livelihood of Somalilanders
 |
| 4.3 Building the capacities of Members of Parliament on their legislative role | * 1. Provide the Members of Parliament with training on the legislative cycle; Drafting Bills; Review and Analysis of Draft Bills; and Legislative Research;
	2. Provide technical support to Members of Parliament by recruiting an adequate pool of Advisors;
	3. Establish a structured Parliamentary Calendar;
	4. Streamline the Legislative Cycle; and
	5. Establish a “Bills Format” manual and a Glossary of Parliamentary words and language for use by MPs
 |
|  | 4.4 Strengthening the process of legislation in the House | * 1. Develop and draft legislative proposals;
	2. Publish legislative proposals and disseminate them to the public;
	3. Conduct public participation and engagement on Draft Bills;
	4. Render legal advice and drafting to Members;
	5. Prepare and observe a periodic Parliamentary Calendar with related Order Papers;
	6. Draft motions, questions, amendments and petitions as appropriate;
	7. Process Bills and other statutory instruments for their enactment;
	8. Prepare votes and proceedings of the House; and

(ix) Prepare Hansard Reports on Plenary and House Committees. |
| 4.5 Developing guidelines to manage Parliamentary Processes | 1. Establish tools for use to scrutinize statutory instruments and proposed legislation
 |
| 4.6 Establishing a Parliamentary Calendar to guide the Plenary and Committee activities in a structured manner; | * 1. Develop a Calendar containing the major activities of the House in each session
1. Develop Timetables to guide Members and House Committees on a weekly/monthly/annual basis
 |
| 4.7 Providing House Committees with sufficient time, resources and information to allow for exhaustive scrutiny of proposed bills; | * 1. Allow sufficient time in the Parliamentary Calendar for Committees to thoroughly analyse proposals and submissions
	2. Render legal and other technical support necessary for Committee work
	3. Acquire supplementary technical expertise to support to Committees as necessary.
	4. Provide adequate working space for Committees
	5. Provide Committees with adequate rooms for public hearings.
 |
|  | 4.8 Developing standardized Parliamentary Legislation Formats and joint Parliament Rules of Procedure for HoR and Guurti. | * 1. Develop versatile formats to accommodate legislative proposals;
1. Train Members on the use of the Legislation Formats.
2. Develop joint Parliament Rules of Procedure for both HoR and Guurti
 |
| 4.9 Strengthening operations in the Speaker’s offices | * 1. Build the capacities of staff in the Speaker’s offices; and
1. Acquire the required equipment and networks for their efficient and effective operations.
 |
| **Objective 5: To enhance Parliament’s Oversight and Accountability functions.** | 5.1 Building the capacities of Members and Committees on Oversight | * 1. Design and provide specific training to MPs on oversight;
	2. Develop Rules of Procedure for use by both MPs and the Executive on collaboration on oversight and the role expected of each;
	3. Develop formats for obtaining technical information from line Ministries;
	4. Undertake deeper scrutiny of Draft Bills, Reports and Proposals from the line Ministries; and

(v) Establish guidelines and mechanisms for summoning staff of line Ministries to Parliament. |
| 5.2 Expanding the capacity of Parliament on Budget issues | * 1. Review and strengthen the Standing Orders of the House;
	2. Conduct benchmarking visits by MPs to other Parliaments to obtain best practices on Budget processes; and

(iii) Establish guidelines and mechanisms for accessing external professional advice on budget issues. |
| 5.3 Entrenching Parliament in the Budget-making process; and tracking utilization of budgetary resources by line Ministries | * 1. Review the laws governing Parliament’s participation in the Budget-making process;
	2. Establish effective procedures on budget scrutiny as an integral component of the Standing Orders;
	3. Provide focused training to Members on the process of Budget scrutiny; and

(iv) Provide a framework for monitoring the implementation of government proposals and programmes. |
| **Objective 6: To enhance public participation in Parliamentary processes.** | 6.1 Strengthening Parliament’s Public Outreach Function | * 1. Establish a robust department with adequate staffing on public outreach;
	2. Develop and implement a calendar with activities on engagement with the public; and

(iii) Train staff in Constituency office how to undertake public outreach activities; |
| 6.2 Implementing Parliamentary Education Programmes | * 1. Develop Parliamentary public education programmes for MPs;
	2. Develop and disseminate IEC materials to the public and Media on the affairs of the House; and

(iii) Facilitate logistics for Members of Parliament to conduct education workshops for public members. |
| 6.3 Establish a mechanism for public engagement and participation in Parliamentary business | * 1. Develop guidelines for Parliament’s engagement with the Public; and
1. Develop social media platforms, mainstream media, broadcast channels for interaction between Parliament and the Public.
 |
| 6.4 Strengthening channels for public access to parliamentary processes | * 1. Develop broadcast content to share with TV and Radio; and
1. Engage CSOs and other Institutions such as Universities with Parliament on topical issues.
 |
| **Objective 7: To build and enhance relationships with other Parliaments.** | 7.1 Strengthening the capacities of the Foreign Affairs Committee of the House | * 1. Train the Members of the Foreign Affairs Committee on effective lobbying and international engagements as well as protocol
	2. Maintain a Calendar of international conferences and meetings by friendly Parliamentary Associations and Bodies;
	3. Provide resources and logistics for Members of the Foreign Affairs Committee to participate in international parliamentary meetings;
	4. Forge collaboration with the Ministry of Foreign Affairs for joint missions to friendly countries; and

(v) Approach foreign missions in Somaliland currently enjoying bilateral relations for possible collaboration with their respective Parliaments.(vi) Plan for exposure visits to other parliaments in the region and further abroad to help MPs gain better insight into areas and parameters of responsibility/mandate |
| 7.2 Institutionalizing Parliament’s participation in international forums and events | * 1. Compile a calendar on International forums of interest to Somaliland;
	2. Strengthen co-ordination with other stakeholders (e.g. Ministry of Foreign Affairs) on for joint engagement with other legislatures and forums;

(iii) Operationalize existing MOUs and enter new MOUs with potential collaborating legislatures and forums; and(iv) Participate in International trainings and meetings.  |
| **Objective 8: To enhance collaboration with the International Community and Development Partners** | 8.1 Developing and sharing Parliament’s Development Programme with International Community and Development Partners. | 1. Table the 5-year Strategic Plan of Parliament and to solicit the participation of the International Community; and
2. Demonstrate Parliament’s commitment to the Principles and practices of Good Governance.
 |
| 8.2 Strengthening and sustaining existing partnership agreements. | 1. Review current partnership Agreements;
2. Hold structured partnership meetings; and
3. Undertake joint programmes.
 |

# CHAPTER FIVE: THE LOGICAL FRAMEWORK AND IMPLEMENTATION MATRIX

5.1 This chapter presents a summary of the intervention programme of Parliament. The Goals, Outcomes and activities of Parliament over the plan period have been captured in the Logical Framework Matrix (LFM). The performance indicators have also been established and presented as Objectively Verifiable Indicators (OVI). The evidence of measuring performance is reflected as the Means of Verification (MOV). Lastly, the LFM represent the activities for implementation under each outcome.

5.2 The LFM for Parliament is a logical construct of the programme for the five years the current House will be operational. The assumptions (which reflect the risk inherent in the programme) have been captured at all levels.

**THE LOGICAL FRAMEWORK MATRIX**

| **NARRATIVE SUMMARY** | **OBJECTIVELY VERIFIABLE INDICATORS** | **MEANS OF VERIFICATION** | **ASSUMPTIONS** |
| --- | --- | --- | --- |
| **Mission:****To represent the people of Somaliland exercising our legislative mandate as enshrined in our Constitution, passing laws and exercising oversight.****Goal 1: Strengthened institutional capacity of Parliament.**  |  |
| * 1. The capacities of the Secretariat for effective support to Members of Parliament are built through training and adequate tooling.
	2. Recruitment of experts and additional professional personnel
 | * + 1. The Training Program of staff.
		2. Enhanced professionalism and output

1.1.2 The performance management tools and instruments.1.1.3 Parliamentary monitoring reports on program performance.1.1.4 Human Resource evaluation reports on staff. | 1. The budgetary allocations to Parliament from the National Budget will be sufficient.2. Development Partners willing to support the implementation of the Strategic Plan.3. The prevailing peaceful political climate will continue to prevail.4. The Somaliland public will continue to engage and support the institution of Parliament.5. The International Community remains supportive of Somaliland’s Vision. |
| 1.2 The internal business processes and operations of Parliament made efficient and effective through institutional restructuring, the establishment of policy frameworks and mainstreaming ICT. | 1.2.1 The organogram on Parliamentary structures and functions.1.2.2 Policy documents.1.2.3 Compendium on IT equipment and infrastructure.1.2.4 Plans and Bills of Quantities on physical structure. |
| **Goal 2: Enhanced representation and legislative capacity.** | 2.1 The professional capacities of Members are enhanced through training on their roles as representatives of the people; and on Parliamentary Procedures. | 2.1.1 The Capacity Development Programmed for Members of Parliament.2.1.2 Guidelines that assist Members in their work.2.1.3 Reports and documents for Members containing technical information. |  |
| 2.2 The processes of representation and legislation improved through training; developing a Parliamentary Calendar, developing a Glossary of Parliamentary Words and language for MPs and by providing a pool of Advisors. | 2.2.1 Monitoring reports on the performance of MPs.2.2.2 The Parliamentary Calendar with activities and timelines.2.2.3 Technical reports from specialist expertise. 2.2.4 Technical reports of the Advisors. |  |
| **Goal 3: Enhanced Oversight and accountability of government.** | 3.1.1 Parliament’s oversight and accountability enhanced by entrenching Parliament in the Budget-making process. | 3.1.1 The enabling law on Parliament’s participation in the Budget-making process. | 6 The Executive will collaborate with Parliament on the program and budgetary issues. |
| 3.1.2 Parliament exercising oversight on government’s utilization of budgetary resources. | 3.1.2 Documents on guidelines to Parliament on how to conduct oversight on the development proposals and programs of government. |
| **Goal 4: Enhanced civic engagement and Parliamentary****Outreach.** | 4.1 Public participation in Parliamentary processes enhanced by providing education to the public Parliament’s processes and business; establishing mechanisms for public engagement and providing avenues for public access to Parliamentary information. | 4.1.1 The public education program on Parliamentary affairs.4.1.2 The public participation in policy.4.1.3 Parliamentary IEC materials to the public. |  |
| **Goal 5: Parliament’s engagement with Publics and international forums strengthened.** | 5.1 Relationship with other Parliaments strengthened through institutionalized participation in their events. | 5.1.1 Memorandum of Understanding with other Parliaments and International bodies.5.1.2 Legal Instruments and Agreements on collaboration.  |  |
| 5.2 Development Partners and international bodies actively involved in Parliament’s development program. | 5.2 Program Agreements with development partners. |  |

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| **NARRATIVE SUMMARY** | **OBJECTIVELY VERIFIABLE INDICATORS** | **MEANS OF VERIFICATION** | **ASSUMPTIONS** |
| **Result 1:****The capacities of the Secretariat for effective support to Members of Parliament.**  | 1.1.1 100% of the personal capacities of the human resource of the Secretariat trained on Parliamentary procedures and process.  | 1.1.1 The capacity building program for staff of the Secretariat. | Adequate National Budget allocations to Parliament.  |
| 1.1.2 100% of staff able to provide technical support services to MPs as required. | 1.1.2 Reports on Secretariat staff training. |
|  | 1.1.3 Technical information reports submitted to the House Committees.  | Enhanced Budgetary support by Development Partners forthcoming. |
| 1.2 All technical areas of need adequately staffed and skills gaps addressed. | 1.2.1 The Human Resource records on new recruitment of professional staff to areas in need. | Qualified professionals in the market accept the Terms of Service on offer by Parliament. |
| 1.3 The Strategic Plan of Somaliland is 100% implemented. | 1.3. Periodic monitoring reports on the implementation of the Strategic Plan. |  |
| 1.4 A Performance Management System institutionalized in Parliament’s operations. | 1.4 Work planning and Performance Appraisals of Secretariat staff conducted annually. |  |
| 1.5 The organizational structure of Parliament restructured with departments aligned to functions.  | 1.6 The new Organigram of Parliament reflecting departments and functions. |  |

| **NARRATIVE SUMMARY** | **OBJECTIVELY VERIFIABLE INDICATORS** | **MEANS OF VERIFICATION** | **Year 1** | **Year 2** | **Yea 3** | **Year 4** | **Year 5** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Activities** |  |  | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| 1.1 Undertake a Capacity Needs Assessment of all the cadres in the Secretariat. | 1.1 The training needs of all staff established and documents. | 1.1 The Training Needs Assessment report. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.2 Develop tailored training programmes based on the needs identified. | 1.2 A training programme developed, catering for the training needs of all cadres of the Secretariat. | 1.2 The Training Programme of the various cadres. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3 Implement staff training in phases. | 1.3.1 100% of all cadres trained in their respective areas of need1.3.2 Member of Parliament receiving adequate technical support. | 1.3.1 Training reports showing the proportion of staff trained at a given time.1.3.2 Technical reports to MPs and House Committees. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4 Assess the impact of training on staff. | 1.4 The skills gaps of the staff of the Secretariat addressed and their technical capacities improved. | 1.4 Evaluation reports on the impact of the trainings. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5 Undertake a quick staffing norms study to determine the ideal staffing levels. | 1.5 A study to determine the ideal staffing levels in the various service areas of Parliament undertaken. | 1.5 The report on the staffing Norms in Parliament. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.6 Develop the job intends for professional staff.  | 1.6 The job specifications and Job Descriptions for staff of the Parliamentary Secretariat developed. | 1.6 The HR records showing the data on new staff requirements, Job Specifications and Job Descriptions. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.7 Recruit and deploy staff based on need. | 1.7 Professional staff recruited and deployed the various service areas as necessary. | 1.7 The HR report on staffing levels. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.8 Prepare the strategic plan for Parliament, complete with Implementation and Monitoring Plans. | 1.8 Parliament’s Strategic Plan: 2022 – 2026 prepared and used. | 1.8 The Strategic Plan document contains Parliament’s intervention strategy. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.9 Engage stakeholders in the process and obtain their input. | 1.9 Stakeholders input into Parliament’s Strategic Plan obtained and incorporated. | 1.9 The Strategic Plan document adjusted for stakeholder's input. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.10 Develop Plans of Operation for Departments. | 1.10 Departmental Plans of Operation developed and used. | 1.10 Departmental Plan of Operation documents. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.11 Develop Individual Work Plans.  | 1.11 100% Members of staff of the Secretariat with Work Plans derived from the Strategic Plan of Parliament. | 1.11 The Individual Work Plans. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.12 Monitor implementation on a regular and structured basis. | 1.12 The implementation of Parliaments Strategic Plan tracked in line with the monitoring plan. | 1.12 Programme Monitoring Reports on the implementation. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.13 Prepare staff individual work plans. | 1.13 All staff of the Secretariat with Annual Work Plans derived from the Strategic Plan: 2022 – 2026. | 1.13 Individual Work Plans for staff. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.14 Install a Performance Appraisal System. | 1.14 A performance appraisal system established in Parliament’s operations; and staff inducted on how it operates. | 1.14 The Performance Evaluation Report formats. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.15 Conduct bi-annual reviews with staff. | 1.15 Performance discussions conducted mid-year between staff and supervisors. | 1.15 Monitoring reports on bi-annual reviews. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.16 Conduct Annual Performance Appraisals. | 1.16 All (100%), staff of the Secretariat assessed on their performance based on Individual Work Plans. | 1.16.1 Performance Evaluation Reports.1.16.2 Monitoring Reports. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

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| **NARRATIVE SUMMARY** | **OBJECTIVELY VERIFIABLE INDICATORS** | **MEANS OF VERIFICATION** | **ASSUMPTIONS** |
| **Result 2: The business processes of Parliament enhanced** | 2.1 Policy frameworks in all key areas of operations established and in use. | 2.1 The policy documents in key areas (HR, IT, Finance, Communication, Public Engagement, Media). |  |
| 2.2 The physical infrastructure of the House upgraded and all Constituencies with fully-functional offices. | 2.2 Architectural plans, bills of quantities and certificate of completion.  |  |
| 2.3. All the required IT tools and infrastructure acquired, installed and used in the day-to-day operations of Parliament. | 2.3.1 Procurement Record of IT equipment and infrastructure.2.3.2 The monitoring reports on IT updated by Parliament. |  |
| 2.4 All Members of Parliament and all staff of the Secretariat trained and proficient in IT use. | 2.4.1 Training reports of MPs and Secretariat staff on IT.2.4.2 Monitoring reports on Members and staff skills in IT. |  |
| 2.5 Parliaments physical infrastructure upgraded and developed with adequate working space for House Committees, Secretariat staff and Constituency staff. | 2.5.1 Bills of Quantities.2.5.2 Monitoring reports on working space availability.  |  |

| **NARRATIVE SUMMARY** | **OBJECTIVELY VERIFIABLE INDICATORS** | **MEANS OF VERIFICATION** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Activities** |  |  | **Q****1** | **Q****2** | **Q****3** | **Q****4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| * 1. Develop policies for all key areas of operation including, HR, IT, Finance, Communications, Public Engagement, and Engagement with the Executive.
 | 2.1 Policies for HR, IT, Finance, Communications, Public Engagement, Engagement with the Executive and Engagement with Media developed and operational. | 2.1.1 The policy documents.2.1.2 The Monitoring reports on policy implementation.  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.2 Develop and establish a Policy and Operations Manual. | 2.2 The Policy and Operations Manual of Parliament developed and used. | 2.2 The Police and Operations Manual containing the Code of Ethics. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| * 1. Prepare specifications for the IT requirements.
 | 2.3 Specifications for IT equipment and networks prepared based on the IT Needs Assessment Report. | 2.3 The Report on the IT requirements of Parliament. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.4 Procure the required IT equipment, including E-library; and | 2.4 All the IT equipment and networks necessary for Parliament's operations procured and installed, including E-library. | 2.4.1 The monitoring reports on IT mainstreaming in Parliaments operations.2.4.2 Functioning E-library |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.5 Develop a training program for Members and Secretariat staff on IT. | 2.5 All Members of Parliament and Secretariat staff with adequate working knowledge and skills in IT. | 2.5.1 Monitoring reports in the implementation of training of Members and staff on IT.2.5.2 Staff Appraisal Reports. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.6 Determine the infrastructural requirements of Parliament for Committees, Plenary and Secretariat staff. | 2.6 The requirements for working space for House Committees and staff established and a Master Plan for renovations and new structures developed. | 2.6.1 The Master Plan for renovations and new structures including plans for Constituency offices.2.6.2 Architectural designs and drawings. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.7 Implement construction of the physical infrastructure. | 2.7 New additional working space for Members of Parliament and staff available and used. | 2.7 Monitoring reports on working space availability for MPs and staff. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.8 Build Constituency offices. | 2.8 All Constituencies with own office structures and working space for MPs, staff and the Public. | 2.8 Monitoring reports on Constituency level infrastructural development. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

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| **NARRATIVE SUMMARY** | **OBJECTIVELY VERIFIABLE INDICATORS** | **MEANS OF VERIFICATION** | **ASSUMPTIONS** |
| **Result 3: The professional capacities of Members of Parliament enhanced.** | 3.1 A Comprehensive needs-based Capacity Development Programmed for Members of Parliament developed and implemented. | 3.1 The Parliamentary Capacity Development Programmed. |  |
| 3.2.1 Guidelines for involving Members of Parliament in the budget-making process developed and used. | 3.2.1 The guidelines guiding Members of the House Committee on the Budget. |  |
| 3.2.2 All Members of the House Committee on the Budget are involved in the budget-making process and monitor the Budgetary Cycle. | 3.2.2 The monitoring reports of Parliament on Member’s participation in the Budgetary Cycle. |  |
| 3.3 All Members of Parliament trained on the application and use of the Standing Orders of the House. | 3.3 The training reports for Members on Standing Orders of the House. |  |

| **NARRATIVE SUMMARY** | **OBJECTIVELY VERIFIABLE INDICATORS** | **MEANS OF VERIFICATION** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Activities** |  |  | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| 3.1 Conduct a capacity assessment needs of the Members of Parliament. | 3.1 The training needs of all Members of Parliament to perform their roles determined and documented. | 3.1 The TNA report of Members of Parliament. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.2 Discuss with MPs the findings of the TNA. | 3.2 A tailored training programme for MPs developed. | 3.2 The Capacity Development Programme document. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.3 Implement the training on a phased basis. | 3.3 All MPs trained and possessed a working knowledge of Parliamentary Process and Procedures; and their roles as MPs. | 3.3.1 Training reports of Members of Parliament.3.3.2 The Evaluation Reports on the impact of training on MPs. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.4 Manage benchmarking activities of MPs. | 3.4.1 Benchmarking plans on identified processes developed3.4.2 All MPs of Parliament participate in at least one benchmarking visit to host Parliament. | 3.4.1 Benchmarking plans specifying the host Parliaments and the expected best-practices.3.4.2 Reports on the best practices and standards obtained from benchmarking. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.5 Induct the MPs on the Budget-making process. | 3.5.1 All MPs with knowledge of the Budget Cycle.3.5.2 All MPs conversant with the development programmes in their Line Ministries; and the related budget proposal. | 3.5.1 The training reports of MPs on the Budget Cycle and processes.3.5.2 The technical briefs by the Secretariat to MPs or the programme and budgetary proposals of Line Ministries. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.6 Establish guidelines for the MPs on the Budget-making process. | 3.6 Guidelines for use by MPs in the budget-making process developed and used. | 3.6 The guidelines for MPs on Budget-making. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.7 Provide the House Budget Committee with timely information on the movement of the budget proposals from the Ministry of Finance. | 3.7 The Members of the House Budget Committee furnished with information on the Budget Cycle and are current with the activities and the processes. | 3.7 Technical information to Member of the Budget Committee on the movement of Budget proposals. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.8 Furnish the Budget Committee Members with the financial details and structure of the proposed bills. | 3.8 The technical departments of the Secretariat provide the Members of the Budget Committee with sufficient financial analysis and data to make a fact-based decision. | 3.8 The technical reports with financial analysis for Members of the Budget Committee.  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.9 Conduct sensitization workshops for MPs on Standing Orders. | 3.9 The MPs trained and are conversant with the Standing Orders of Parliament. | 3.9.1 The reports on the training of MPs on Standing Orders.3.9.2 Evaluation report on the impact of the training of MPs on Standing Orders. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

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| **NARRATIVE SUMMARY** | **OBJECTIVELY VERIFIABLE INDICATORS** | **MEANS OF VERIFICATION** | **ASSUMPTIONS** |
| **Result 4: The process of representation and legislation improved.** | 4.1 All Members of Parliament trained on their representational role. | 4.1 Training reports for Members on their roles as representatives of the people. |  |
| 4.2.1 All Members of Parliament trained on the Legislative Cycle, Drafting Bills and Legislative Research. | 4.2.1 Training reports for Members on the Legislative Cycle. |  |
| 4.2.2 An adequate pool of Advisors retained and providing technical support to Members and House Committees. | 4.2.2 Monitoring reports on technical advice provided to Members by Advisors. | Qualified Advisors versed in Parliamentary processes available. |
| 4.2.3 A Structured Parliamentary Calendar developed and used as a guide to Parliamentary business. | 4.2.3 Parliament’s Calendar on House Business. |  |
| 4.2.4 A “Bills Format” developed and used by Members to draft bills. | 4.2.4 The “Bills Format” of Parliament. |  |
| 4.3.1 The process of legislation in the House Strengthened . | 4.3.1 Monitoring reports on strengthening the legislation process with guidelines on developing draft legislation, conducting public engagement, drafting motions, processing bills, and preparing votes and proceedings. |  |
| 4.3.2 The quality of the Hansard Reports enhanced; and staff of the Hansard office trained. | 4.3.2 Hansard reports on Plenary proceedings. |  |
| 4.4 Guidelines to manage parliamentary business developed and in use. | 4.4 Guidelines for managing parliamentary business. |  |
| 4.5 A Parliamentary Calendar developed and used to manage the business of the House. | 4.5 The Parliamentary Calendar containing details of the House business with timeframes. |  |
| 4.6 Adequate time, sufficient resources and information availed to House Committees for their business. | 4.6 Technical reports on support and information to House Committees. |  |
| 4.7 Standardized Parliamentary Legislation formats developed and in use. | 4.7 The Parliamentary Legislation Format. |  |
| 4.8 The capacities of the Speaker’s offices built with sufficient staffing and equipment. | 4.8 The Monitoring Reports showing improvements in the operations of the Speaker’s offices. |  |

| **NARRATIVE SUMMARY** | **OBJECTIVELY VERIFIABLE INDICATORS** | **MEANS OF VERIFICATION** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** |
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| **Activities** |  |  | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| 4.1 Provide *successive* trainings to MPs on their role as representatives. | 4.1 All Members of Parliament trained and have knowledge on their roles as representatives of the people. | 4.1 The Induction Programme for MPs as representatives. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.2 Provide logistical support to MPs. | 4.2 All Members of Parliament facilitated to travel on a consistent basis back to their respective constituencies. | 4.2 Reports of the public meetings of MPs with their constituents. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.3 Provide the Members of Parliament with focused training as Legislators. | 4.3 All Members of Parliament trained on: the Legislative Cycle, Drafting Bills, Review and Analysis of Draft Bills and how to conduct Legislative Research. | 4.3 The training report for MPs as Legislators. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.4 Recruit an adequate number of Experts/Advisors to the House Leadership and Parliament committees | 4.4 All House Committees and the Speaker’s offices with an adequate number of Advisors providing the required technical backstopping.  | 4.4.1 The HR Compliment on Parliamentary Advisors.4.4.2 The technical reports on services to Members and House Committees. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.5 Establish a Structured Parliamentary Calendar. | 4.5 A Parliamentary Calendar with key Parliamentary processes, activities, events and timeframe developed and used by the House to manage its business.  | 4.5 The Parliamentary Calendar. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.6 Establish a “Bills Format” manual and a Glossary of Parliamentary words. | 4.6.1 A “Bills Format” developed and used by MPs as a guide to drafting of Bills.4.6.2 A Glossary of Parliament words and language developed and used by Members | 4.6.1 The “Bills Format” document.4.6.2 The Glossary on Parliamentary words and language. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.7 Draft legislative proposals. | 4.7 Draft Legislative proposals developed, published and disseminated to members of the Public. | 4.7 Draft legislative proposals. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.8 Conduct public participation and engagement on Draft Bills. | 4.8 All Members of Parliament conduct Public Participation forums in their respective Constituencies on proposed Draft Bills. | 4.8.1 The reports on Constituency Public Participation forums.4.8.2 Monitoring reports on the input of the Public in the Draft Bills. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.9 Render legal advice and drafting to Members. | 4.9 The Secretariat providing adequate legal services support to Members. | 4.9 The technical legal information and reports to Members by the Secretariat. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.10 Prepare Order Papers in line with the Parliamentary Calendar.  | 4.10 All the Order Papers lined for preparation in line with the Parliamentary Calendar prepared on time. | 4.10 The Order Paper. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.11 Draft motions, questions, amendments and petitions.  | 4.11 The Secretariat providing adequate support to MPs for drafting motions, questions, amendments and petitions on time and as required. | 4.11.1 The drafted motions, questions, amendments and petitions. 4.11.2 The Hansard. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.12 Process Bills and other statutory instruments. | 4.12 Draft Bills and other Statutory instruments prepared in a timely manner and sent for enactment. | 4.12 The Laws and Regulations passed by Parliament. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.13 Prepare votes and proceedings of the House. | 4.13 The votes and proceedings of the House prepared on time. | 4.13 The Hansard report. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.14 Prepare Hansard Reports on Plenary and House Committees. | 4.14 The Hansard reports capturing the business of the House prepared and current. | 4.14 The Hansard Reports on Plenary and House Committees. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.15 Establish tools for use to scrutinize statutory instruments and proposed legislation. | 4.15 Tools for scrutiny of statutory instruments and proposed legislation developed and used. | 4.15 The technical documents containing the tools of Parliament used in scrutiny of statutory and proposed legislation. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.16 Develop a Parliamentary Calendar.  | 4.16 A Parliamentary Calendar containing the major activities of the House developed and used to guide the business of the House on periodic basis. | 4.16 The Parliamentary Calendar. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.17 Develop Timetables for use by Members. | 4.17 Timetables developed as integral components of the Parliamentary Calendar and used to guide Members and House Committees on a weekly/monthly/annual basis. | 4.17.1 Parliamentary timetables. 4.17.2 The Parliamentary Calendar. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.18 Render legal and other technical support necessary for Committee work. | 4.18 The technical departments, Advisors and external experts providing adequate support to all House Committees. | 4.18.1 Programme Monitoring Reports.4.18.2 Documents on expert submissions and research information to House Committees. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.19 Acquire supplementary technical expertise to support to Committees as necessary. | 4.19 External technical expertise and consultants retained as necessary to support the work of House Committees. | 4.19 The HR records reflecting the Consultancy Agreements and the personal details of expertise retained by Parliament. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.20 Build the capacities of staff in the Speaker’s offices. | 4.20 All staff in the Speakers office trained on Parliamentary processes, and administrative roles. | 4.20 The HR reports on training of staff the Speaker’s offices. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.21 Provide the required equipment and networks for their efficient and effective operations. | 4.21 The Speaker’s offices networked and mainstreamed for IT. | 4.21.1 Records of equipment and computer supplies to the office of the Speaker.4.21.2 Training reports of staff in the Speaker’s offices. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

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| **NARRATIVE SUMMARY** | **OBJECTIVELY VERIFIABLE INDICATORS** | **MEANS OF VERIFICATION** | **ASSUMPTIONS** |
| **Result 5: Parliament’s Oversight and Accountability function enhanced.** | 5.1 All Members of Parliament trained on the process of oversight and are holding government accountable. | 5.1 The training program for Members on oversight. |  |
| 5.2 The capacity of Parliament on Budget issues expanded and external professional advice rendered to Members and House Committees. | 5.2.1 The monitoring reports on the performance of Members and House Committees on Budget issues.5.2.2 The HR reports on external consultants to the House. |  |
| 5.3 Parliament fully entrenched in the budget-making process of the government. | 5.3.1 Parliaments monitoring plan reports on the budgetary process.5.3.2 The law and regulations governing Parliament’s participation in the budget-making process. |  |
| 5.4 Mechanisms for tracking, governments utilization of budgetary resources established. | 5.4 Parliamentary reports on budget use by the government.  |  |

| **NARRATIVE SUMMARY** | **OBJECTIVELY VERIFIABLE INDICATORS** | **MEANS OF VERIFICATION** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** |
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| **Activities** |  |  | **Q****1** | **Q****2** | **Q****3** | **Q****4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| 5.1 provide specific training to MPs on oversight. | 5.1 All Members of Parliament trained on how to conduct oversight. | 5.1 The training reports5.1.2 Monitoring reports of government programmes. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5.2 Develop Rules of Procedure for use by both MPs and the Executive on for oversight. | 5.2 Rules of Procedure on Oversight established and used by MPs and the Executive. | 5.2 The Oversight Rules of Procedure. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5.3 Develop format for obtaining information from Line Ministries | 5.3 Line Ministries of government submitting information and proposals on formats developed  | 5.3 proposals and information with the new formats. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5.4 Undertake deeper scrutiny of Draft Bills, Reports and Proposals from the Line Ministries. | 5.4 Steps and Procedure for deep scrutiny of submissions from Line Ministries to Parliament established and used. | 5.4 Parliamentary documents or protocols for scrutiny of documents from Lines Ministries. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5.5 Establish guidelines and mechanisms for summoning staff of line Ministries.  | 5.5 Clear guidelines for summoning staff of Line Ministries to attend House Committee meetings established and used. | 5.5 Parliamentary guidelines for summoning staff of Line Ministries to attend House Committee meetings. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5.6 Review and strengthen the Standing Orders of the House. | 5.6 Existing Standing Orders of Parliament revised and strengthened. | 5.6 The revised Standing Orders of Parliament. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5.7 Conduct benchmarking visits for MPs. | 5.7 All Members of Parliament exposed to the workings of other Parliaments. | 5.7 Benchmarking Reports containing best-practices and new standards acquired from host Parliaments. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5.8 Establish guidelines and mechanisms for accessing external professional advice on budget issues. | 5.8 External experts on budgeting retained as consultants to the House, and provide technical advice to the House Committee. | 5.8.1 The HR report on consultants on the Budget process.5.8.2 The technical reports and analysis on the Budget-making process.5.8.3 Technical evaluation reports to the House Committee on Oversight of government projects and programmes. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5.9 Review the laws governing Parliament’s participation in the Budget-making process. | 5.9 Enabling laws exist for Parliament to participate in the Budget-making process. | 5.9 The laws on Parliament’s participation in the Budget-making process. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5.10 Establish a framework for monitoring the implementation of government proposals and programmes. | 5.10 A monitoring framework for tracking government’s utilization of budgetary resources established and used. | 5.10 The monitoring framework for government projects and programmes. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

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| **NARRATIVE SUMMARY** | **OBJECTIVELY VERIFIABLE INDICATORS** | **MEANS OF VERIFICATION** | **ASSUMPTIONS** |
| **Result 6: Public participation in Parliamentary processes enhanced.** | 6.1 Parliament’s public outreach function strengthened with the establishment of a robust and adequately staffed department. | 6.1 The Organization Structure reflecting the Department of Outreach and Civic Engagement. |  |
| 6.2 Public Education Programmed developed and implemented. | 6.2 The Parliamentary Public Education Programmed. |  |
| 6.3 Adequate IEC materials developed and disseminated to the public. | 6.3 The IEC materials on the operations and processes of Parliament. |  |
| 6.4 Mechanisms for public engagement and the participation of the public in Parliamentary business established. | 6.4 Parliamentary guidelines and procedures on public participation in parliamentary business. |  |
| 6.5 Avenues for public access to parliamentary information established. | 6.5 Parliamentary guidelines on public access to parliamentary information. |  |

| **NARRATIVE SUMMARY** | **OBJECTIVELY VERIFIABLE INDICATORS** | **MEANS OF VERIFICATION** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** |
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| **Activities** |  |  | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| 6.1 Establish a robust department with adequate staffing on public outreach | 6.1 A robust department on public outreach established with adequate staff and tools | 6.1 The Parliamentary Organogram reflecting robust outreach function  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6.2 Develop and implement a calendar for engagement with the public | 6.2 A Calendar with scheduled activities, events and hearings established and used | 6.2 The Parliamentary Calendar on Outreach activities |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6.3 Train staff in Constituency office on outreach  | 6.3 All staff of the Constituency offices trained on Outreach and able to support MPs in their activities | 6.3 The training programme and reports in training of Constituency staff |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6.4 Develop Parliamentary Public Education programmes for MPs | 6.4.1 A Parliamentary Public Education Programme developed and implemented by MPs6.4.2 All CSOs and over 50% of the electorate reached by the education programme by MPs | 6.4.1 The Parliamentary Public Education Programme6.4.2 The monitoring reports on the implementation of the Parliamentary Public Education Programme |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6.5 Develop and disseminate IEC materials to the public. | 6.5 IEC materials on the affairs of Parliament developed and disseminated to the Media and the Public. | 6.5 The IEC materials on Parliament’s affairs. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6.6 Facilitate logistics for Members of Parliament. | 6.6 Lack of logistical arrangement relating to transport and resources required by MPs to visits their Constituencies addressed. | 6.6.1 Monitoring reports of visits by MPs to their Constituencies.6.6.2 Financial records of Parliament.6.6.3 Training reports from Constituencies. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6.7 Develop guidelines for Parliament’s engagement with the Public. | 6.7 Guidelines for engagement with the Public developed and understood. | 6.7 Parliamentary guidelines on engagement with members of the Public. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6.8 Develop media platforms for interaction with the Public. | 6.8 Communication platforms for Social Media, Mainstream Media and Broadcast channels established and active. | 6.8.1 Parliamentary content to media houses.6.8.2 Monitoring reports. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6.9 Develop broadcast content to share with TV and Radio channels.  | 6.9 Broadcast content to TV and Radio channels developed by the Communications Department and shared regularly. | 6.9 Records of the broadcast content to TV and Radio channels. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6.10 Engage CSOs and other Institutions such as Universities with Parliament on topical issues. | 6.10 Channels for engaging CSOs and other key stakeholder institutions on important issues established and used. | 6.10.1 Reports of meetings with stakeholders.6.10.2 Monitoring reports. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

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| **NARRATIVE SUMMARY** | **OBJECTIVELY VERIFIABLE INDICATORS** | **MEANS OF VERIFICATION** | **ASSUMPTIONS** |
| **Result 7: Relationships with other Parliaments built and enhanced.** | 7.1 The capacities of the Foreign Affairs House Committee to foster and sustain relationships built. | 7.1.1 Report of the training of the Foreign Affairs Committee on effective lobbying and international engagement.7.1.2 The House Calendar on International Parliamentary conferences and meetings. |  |
| 7.2 Parliament’s participation in International forums institutionalized. | 7.2.1 Parliament’s benchmarking reports.7.2.2 Memorandum of Understanding with other Parliaments. |  |

| **NARRATIVE SUMMARY** | **OBJECTIVELY VERIFIABLE INDICATORS** | **MEANS OF VERIFICATION** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** |
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| **Activities** |  |  | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| 7.1 Train the Members of the Foreign Affairs Committee. | 7.1 All Members of the Foreign Affairs Committee trained on effective lobbying and international engagement. | 7.1.1 The training report on effective lobbying.7.1.2 The monitoring report. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 7.2 Maintain a Calendar of international conferences and meetings. | 7.2 A Parliamentary Calendar on important events, international conferences and meetings established and tracked. | 7.2 The Parliamentary Calendar of International events of interest to Parliament. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 7.3 Provide resources and logistics for Member participation in international events. | 7.3.1 Adequate resources and other logistics for Member’s participation in international meetings and events availed.7.3.2 Memorandum of Understanding entered with other Parliaments and Parliamentary Associations. | 7.3.1 Parliamentary financial records.7.3.2 The MOUs with other Parliaments and Parliamentary bodies. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 7.4 Forge collaboration with the Ministry of Foreign Affairs for joint missions. | 7.4 Joint Missions of Parliament and MOFA undertaken. | 7.4 Joint mission reports of Parliament and MOFA. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 7.5 Seek collaboration with Parliament of existing bi-lateral partners.  | 7.5 Existing bilateral partners of Somaliland approached for possible collaboration with the respective Parliaments. | 7.5 Parliaments Letters of Interest to Somaliland’s bilateral partners on possible collaboration with their Parliaments. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 7.6 Operationalize existing MOUs and enter new MOUs.  | 7.6.1 Existing MOUs reviewed and new ones entered with other Parliaments.7.6.2 New standards and best-practices customised in Parliament. | 7.6.1 The MOUs with existing and new Parliaments.7.6.2 The benchmarking reports on new standards and best practices borrowed. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 7.7 Participate in International trainings and meetings. | 7.7 All Members of Parliament participate in international training and benchmarking visits on a phased basis. | 7.7 Reports of the foreign visits by MPs. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

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| **NARRATIVE SUMMARY** | **OBJECTIVELY VERIFIABLE INDICATORS** | **MEANS OF VERIFICATION** | **ASSUMPTIONS** |
| **Result 8: Collaboration with the International Community and Development Partners enhanced** | 8.1 The capacities of the Foreign Affairs Committee on fostering collaboration with international agencies and bodies strengthened | 8.1 The MoUs and International Agreement documents between Parliament and International collaborators. |  |
| 8.2 Parliament’s participation in international forums ratified by law | 8.2 The Legal Agreements with international bodies, forums, and development agencies |  |
| 8.3 Parliament’s development program as articulated in the Strategic Plan: 2022 – 2026 shared with partners. | 8.3 The monitoring reports on the participation of partners in the implementation of the Strategic Plan |  |
| 8.4 Existing Agreements with development partners reviewed and strengthened | 8.4 Revised Agreements on the partnership between Parliament and international bodies |  |

| **NARRATIVE SUMMARY** | **OBJECTIVELY VERIFIABLE INDICATORS** | **MEANS OF VERIFICATION** | **Year 1** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Activities** |  |  | **Q****1** | **Q****2** | **Q****3** | **Q****4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| 8.1 Table the 5-year Strategic Plan: 2022 – 2026 of Parliament before Development Partners. | 8.1.1 Strategic Direction of Parliament shared with Development Partners.8.1.2 Development Partners identify areas for potential support.  | 8.1.1 Report of Parliament’s meeting with Development Partners.8.1.2 Reports of feedback from Development Partners.  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 8.2 Demonstrate Parliament’s commitment to the Principles and Practices of Good Governance. | 8.2 The Principle of Good Corporate Governance institutionalized in Parliament’s operations. | 8.2 Monitoring reports showing progressive adoption of the principles of good corporate governance in Parliament’s day-to-day operations.  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 8.3 Review current Partnership Agreement. | 8.3 Existing Partnership Agreements reviewed to incorporate aspects of Parliament’s new strategic direction. | 8.3 New Partnership Agreement with INGOs and Development Partners. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 8.4 Hold structured partnership meetings. | 8.4 Planned meetings and consultations held with CSOs and Development Partners. | 8.4 Reports of meetings with CSOs and Development Partners on the progress in implementing Parliament’s 5-year Plan. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 8.5 Undertake joint programmes.  | 8.5 Joint programmes with CSOs and development agencies identified and implemented on a partnership basis. | 8.5 Evaluations Reports on Joint Programmes of Parliament and Partners. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

# CHAPTER SIX: THE MONITORING PLAN

## 6.1 Introduction

The strategic plan 2022 – 2026 presents Parliament’s program of intervention over the 5-year period in office. It is envisaged that through the Plan, Parliament will realize its Vision: “A true reflection/model of the Somaliland people’s aspirations to peace, democracy, the rule of law and good governance”.

Parliament's mission is to represent the people of Somaliland by carrying out the legislative mandate enshrined in our Constitution by passing laws and overseeing executive action. Five goals support this Mission: Parliament's institutional capacity has been strengthened; representation and legislative capacity have been improved; oversight and accountability have been enhanced; civic engagement and parliamentary outreach have been enhanced; and engagement with the public and the international community has been strengthened.

To assess the plan's implementation, key indicators have been identified. The effectiveness of Parliament in fulfilling its constitutional mandate in terms of representing the people, legislating on their behalf, and holding the government accountable will be measured. In the same way, Parliament will be held accountable to the Somaliland people for its performance.

This plan has been designed in such a way that performance monitoring will be an ongoing process in which Parliament will regularly assess whether the activities are achieving the desired results. The monitoring process is also expected to generate critical information for steering the program, hence, the business of Parliament. Therefore, the monitoring plan is a management tool for systematically reviewing progress, troubleshooting problems and issues during implementation.

## 6.2 Documentation and Reporting

The staff of the Secretariat will be expected to provide periodic monitoring reports to the Parliamentary Strategic Planning Committee; and to other stakeholders as necessary. The reports will detail the implementation's progress as well as any challenges encountered. Where interim results indicate a need for corrective action, the approach will make it easier to take it.

While monitoring is important for achieving results, it should not be the sole focus of the staff. A balance must be struck between monitoring and actual implementation so that resources are allocated judiciously between the two.

## 6.3 Responsibilities of the Secretariat

All staff are responsible for gathering and analyzing monitoring data and creating monitoring reports. As a result, the staff will make certain that they are actively involved in assessing and analyzing data on their respective sets of indicators. They will also create monitoring reports in their respective areas before submitting them for compilation and presentation to the Parliamentary Planning Committee.

## 6.4 The Monitoring Framework

Table 8. Presents the framework to be used to track the attainment of the results of the Strategic Plan

| **Result/Activities** | **Indicators** | **Baseline data** | **Target** | **Information Type** | **Responsible Person** | **Resource** |
| --- | --- | --- | --- | --- | --- | --- |
| **Result 1: The capacities of the Secretariat for effective support to MP built** |
| 1.1 All staff of the Secretariat trained on Parliamentary Processes and on the subject matter. | 1.1 100% staff trained on Parliamentary Processes. | 1.1 50% staff with basic training on Parliamentary business; but little training on the specific subject matter. | 1.1 100% staff of the Secretariat trained. | 1.1 Enhancement in staff knowledge of Parliamentary processes; and specific skills acquisition in areas of operation. | The Director of Human Resource Management. |  |
| 1.2 The Strategic Plan: 2022 – 2026 implemented. | 1.2 Total implementation of the activities in the strategic plan. | 1.2 10% implemented. | 1.2 100% implementation. | 1.2 Monitoring reports on Activities and Results. | Al Directors of Departments. | Personnel, operations and logistical support. |
| 1.3 The Organization Structure of Parliament rationalized. | 1.3 A new organogram reflecting aligned structures and functions. | 1.3 An organization structure with non-aligned functions. | 1.3 100% restructuring. | 1.3.1 Rationalization of functions.1.3.2 Grouping and classification of functions.1.3.3 Job grading. | All Directors. | OD Consultant, Parliamentary Personnel and Financial support. |
| **Result 2: Business Processes in Parliament enhanced** |
| 2.1 Policy framework in all key areas of operation established.  | 2.1 Policy frameworks established for HR, IT, Finance, Communications, Public Engagement, Media and Engagement with the Executive. | 2.1 Frameworks exist in a few areas but have not been implemented. | 2.1 All key areas of operations with policies. | 2.1.1 Development of policies.2.1.2 Establishment and implementation of policies. | Director of Planning and Director of HRM. | Consultants, Personnel  |
| 2.2 IT mainstreamed in Parliament’s operations. | 2.2.1 IT equipment acquired and installed.2.2.2 % of MPs and staff trained on IT. | 2.2 Some staff with IT knowledge. | 2.2 100% staff with IT skills. | 2.2.1 % of staff trained. 2.2.2 The progress made in IT mainstreaming. | The Director of IT & Communications; Director of HRM. | Consultants in IT; Personnel; and funds. |
| 2.3 Parliament’s physical infrastructure upgraded and expanded. | 2.3.1 % increase in the availability of working space.2.3.2 % increase in the number of Constituencies with offices. | 2.3.1 At least 50% of required space available in Parliament.2.3.2 No of working space available in Constituencies. | 2.3.1 100% availability of working space.2.3.2 100% offices in Constituencies. | 2.3.1 Progress in securing funds for construction.2.3.2 Progress in construction at HQs and Constituencies. | The Secretary-General and all Directors. | Consultants, staff of the Secretariat. |
| **Result 3: The professional capacities of Members of Parliament enhanced** |
| 3.1 A needs-based Capacity Development Program for Members of Parliament developed and implemented. | 3.1.1 A Comprehensive capacity development program for MPs developed. 3.1.2 All Members of Parliament trained. | 3.1.1 A capacity development program for MPs not yet developed.3.1.2 All Members of Parliament trained on their roles as MPs. | 3.1.1 A comprehensive program on the training needs of MPs.3.1.2 100% MPs trained. | 3.1.1 The training program for MPs.3.1.2 % of MPs trained.3.1.3 Type of training provided to MPs. | The Director of Planning and Director of HRM. | External consultants  |
| 3.2 Members of Parliament entrenched in the Budget-making process. | 3.2 The % of MPs involved in the Budget-making process of government. | 3.2 Currently, no MPs involved in the Budget-making process. | 3.2 All (100%) MPs understand the Budget Cycle. | 3.2 The proportion of MPs with knowledge of the Budget Cycle. | The Director of Budget Office and Director of Planning. | Secretariat Personnel. |
| **Result 4: The process of representation and legislation improved** |
| 4.1 The capacities of MPs on their representational and legislative roles built. | 4.1 The % of MPs trained on their representational roles. | 4.1 All MPs new and have not been trained. | 4.1 100% MPs trained on their representational and roles. | 4.1 % of MPs trained. | Director of HRM and the Director of Planning. | Personnel and logistical support. |
| 4.2 The process of legislation in the House strengthened.  | 4.2.1 Legislative proposals developed and disseminated.4.2.2 A Parliamentary Calendar developed. | 4.2.1 Draft legislative proposals yet to be developed.4.2.2 A Parliamentary Calendar yet to be established. | 4.2.1 Full development of legislative proposals.4.2.2 A comprehensive Parliamentary Calendar with activities and timeframes. | 4.2.1 The Draft legislative proposals.4.2.2 The Parliamentary Calendar with details of the business of Parliament. | The Secretary-General and Director of Planning. | Consultant and Secretariat personnel.  |
| 4.3 Technical information, sufficient time and resources provided to House Committees. | 4.3 Legal advice and other technical support rendered to House Committees at all times. | 4.3 Some technical support is currently rendered to House Committees, but more needed. | 4.3 Adequate and ready technical support and information available to House Committees when required. | 4.3 Availability and type of technical assistance to House Committees. | All Directors. | External experts and In-house expertise. |
| **Result 5: Parliament’s Oversight and Accountability function enhanced** |
| 5.1 The capacities of MPs on oversight built. | 5.1 % of MPs with an understanding of Budget issues. | 5.1 Few MPs with an understanding of their oversight roles. | 5.1 All MPs with the capacity to oversee the proposals and programs of their respective Line Ministries. | 5.1 The % of MPs with capacity for effective oversight.5.1.2 On-going oversight activities. | All Directors. | In-house experts |
| 5.2 Parliament entrenched in the Budget-making process of government. | 5.2.1 The legal process establishing Parliament in budget making established.5.2.2 House guidelines and procedures on budget scrutiny established.5.2.3 The % of MPs trained on Budget issues. | 5.2.1 No laws or regulations exist to guide Parliament's participation in budget making.5.2.2 House procedures for participation in budget making need review and updating.5.2.3 Few MPs have skills in the Budget-making. | 5.2.1 100% MPs with skills in budget making and on monitoring utilization of the Budget by government.5.2.2 House Standing Orders and guidelines on oversight.5.2.3 100% MPs with skills in Budget-making. | 5.2.1 Training of MPs on the budget.5.2.2 Availability and use of the House Standing Orders.5.2.3 Reports on training MPs. | Director of Budget Office and Director of Planning. | In-house experts |
| **Result 6: Public participation processes in n Parliament enhanced** |
| 6.1 Public Parliamentary Education Programs implemented. | 6.1.1 The % of the electorate reached.6.1.2 The proportion of CSOs implementing Parliamentary Education Programs. | 6.1.1 The electorate has not been exposed to Parliamentary Education Programs.6.1.2 No CSOs currently involved in Parliamentary Education Programs as partners. | 6.1.1 At least 50% of the electorate in each Constituency reached through Parliamentary Education Programs.6.1.2 At least 80% of CSOs in each Constituency implementing Parliamentary Education Programs. | 6.1.1 Public Education Programs developed.6.1.2 CSOs reports on their programs. | Director of Communications and Public Outreach. | In-house experts |
| 6.2 Channels for public access to Parliamentary processes Strengthened. | 6.2.1 Content for broadcast through TV and Radio to the public developed.6.2.2 The proportion of CSO and Universities engaged in Parliamentary processes. | 6.2.1 Few messages currently shared with TVs and Radio on Parliament’s business.6.2.2 CSOs and Universities are yet to be engaged. | 6.2.1 Adequate content on all topical issues of Parliamentary available for dissemination to the public.6.2.2 All CSOs at the Constituency level are actively engaged in Parliament’s business. | 6.2.1 Frequency of content submitted to TVs and Radio.6.2.2 Frequency of uploading Parliamentary website with content.6.2.3 The pace of capacity building of CSOs as partners with Parliament. | The Director of Communications and Public Outreach. | In-house experts |
| **Result 7: Relationships with other Parliaments built** |
| 7.1 Parliament’s participation in international forums institutionalized.  | 7.1 The number/type of international forums affiliated to and participated in | 7.1.1 Currently affiliated to IPU, EA Legislative Assembly, Pan-African Parliament, Commonwealth Parliamentary Association, POC and IPS. | 7.1.1 Expanded affiliations and new collaborations. | 7.1.1 Status of MOUs with existing and new collaborations. | Secretary-General.Director of Planning. | In-house experts |
| **Result 8: Collaboration with the International Community and Development Partners enhanced** |
| 8.1 Developing and sharing Parliament’s Development Programmed with the International Community and Development Partners. | 8.1 Parliament’s Strategic Plan 2022 – 2026 shared with all existing Bilateral partners and INGOs. | 8.1 The Strategic Plan is yet to be shared with partners. | 8.1 Share the Plan with all existing and new Development Partners. | 8.1 Programmed Agreements and joint implementation programs. | Director of Planning. | In-house experts |
| 8.2 Existing partnership agreements strengthened.  | 8.2.1 Current partnerships reviewed.8.2.2 Structural programs meetings established and held.8.2.3 Joint programs developed. | 8.2 Current Agreements yet to be reviewed; and joint programs yet to be established. | 8.2.1 To enter new Partnership Agreements with all partners.8.2.2 Develop implementation Agreements with all development partners and agencies. | 8.2.1 MOUs and Partnership Agreements.8.2.2 Joint implementation programs with INGOs and Development Partners. | The Secretary-General and all other Directors. |  |

# CHAPTER SEVEN: BUDGET

## 7.1 OVERALL

The below summarizes the required budget to implement the House of Representatives five years’ strategic plan (2022 – 2026)

| **Objective** | **Activities** | **Costing (Tentative)** | **Notes** |
| --- | --- | --- | --- |
| **Objective 1: To build the capacities of the Secretariat for effective support to Members of Parliament** | 1. (i) Hire/Recruit professional experts for technical/subject matter support services
2. Recruit & deploy higher-graded professionals for departments
3. Undertake a Capacity Needs Assessment of all the cadres in the Secretariat;
4. Develop tailored training programmes based on the needs identified;
5. Implement staff training in phases; and
6. ( Assess the impact of training on staff.
 | 144 000600,000$10,000$20,000$100,500 | At least 3 to 4 experts to be recruited for an initial two-year period on one-year contractsEmploy at least 10 professionally graded officers over the five years at $1000 eachEstimated 10 professional trainings for three days each (50 participants) |
| 1. Undertake a quick staffing norms study to determine the ideal staffing levels;
2. Develop the job internship systems and train interns to assist the professional staff; and
3.
 | $30,000 | Estimated one consultant for six months |
| 1. (x) Prepare the strategic plan for Parliament, complete with Implementation and Monitoring Plans;

(xi) Engage stakeholders in the process and obtain their input;(xiii) Develop Plans of Operation for Departments; (xiv) Develop Individual Work Plans; and (xv) Monitor implementation on a regular and structured basis. | $40,000 | Two consultants to help draft the plan |
| (xvi) Prepare staff individual work plans;(xvii) Install a Performance Appraisal System;(xviii)Conduct bi-annual reviews with staff; and(xiv) Conduct Annual Performance Appraisals. | $24,000 |  |
| (Develop a monitoring framework for Parliament;(xvi) Establish Key Performance Indicators (KPIs);(xvii) Track progress on a periodic basis; and(xviii) Prepare and use monitoring reports. | $30,000 |  |
| (xix) Rationalize the existing organization structures against functions; (xx) Undertake job grading and descriptions; and(xxi) Recruit and deploy staff as required. | $20,000 |  |
| 1. Establish a clear grading structure with job descriptions;(xxiv) Establish clear Terms of Service for the various cadres;(xxv) Provide paths for career progression and growth;(xxvi) Establish staff welfare schemes; and
	* Provide for staff safety and security.
 | $15,000 |  |
| (xxvii) Assess the ICT needs in Parliament’s operations;(xxviii) Acquire the required equipment and ICT infrastructure;(xxxix) Build the ICT skills of MPs and staff; and(xxx) Regularly update the website. (xxxi) Upgrade compound security system to a digital-based status complete with metal detectors, sensors, wireless cameras, scanners, video surveillance, intrusion detection system, equipment for security personnel, training, etc. (xxxii) Upgrade plenary hall audio-visuals and Hansard equipment/services | $10,000$250,000$20,000350 000300 000 |  |
|  | **Sub-total for objective 1** | **$4,213,500** |  |
| **Objective 2: To enhance the business processes of Parliament.** | 1. Develop policies for all key areas of operation, including HR, IT, Finance, Communications, Public Engagement, and Engagement with the Executive; and
2. Develop and establish a Policy and Operations Manual.
 | $72,000 | Two international consultants for 60 days |
| 1. Prepare specifications for the E-library requirements;
2. Procure the required E-library equipment; and
3. Install appropriate E-library infrastructure.
 | $33,000$144,000 | 120 laptops for MPs and committee staff |
| 1. Develop a training program for Members and Secretariat staff on IT;
2. implement the training program for Members and staff; and
3. Evaluate the impact of the IT training on Members and staff.
 | $12,000$33,300$50,000 |  |
| 1. Determine the infrastructural requirements of Parliament for Committees, Plenary and Secretariat staff;
2. Develop a Master Plan for renovations, modifications and new physical infrastructure;
3. Implement construction;
4. Acquire new sites as feasible;
5. Manage occupancy on priority basis; and
6. Build Constituency offices.
 | $5,000$750,000$50,000 | 5 Regional offices, including venues for constituency meetings + equipments |
|  | 1. Organize a gender caucus and unit office in parliament
2. Organize and establish a climate change unit in parliament
 | $ 50 000$ 50 000 | . Not a single female is among the 82 members of the current House. The HoR needs to create enabling environment for women to get elected to national offices.. At a time the world is grappling with the looming problems of an adverse climate change, the HoR has yet to accord the challenge any meaningful attention. This must change and change immediately. |
|  | Develop the research and development capacity of the parliament | $115,000 |  |
|  | **Sub-total for objective 2** | **$1,364,300** |  |
| **Objective 3: To enhance the professional capacities of Members of Parliament.** | 1. Conduct a capacity assessment needs of the Members of Parliament;
2. Compile a CNA report and discuss with the Members;
3. Develop a training programme for Members on Parliamentary Procedures and Processes;
4. Implement the training on a phased basis; and
5. Conduct benchmarking visits for relevant MPs to regional Parliaments to obtain best practices on parliamentary prprocesses;
 | $5,000$15,000$69,750$233,000 | International ConsultantThree trainings for all membersExposure/short training visits to external institutions for parliamentary best practices |
| 1. Provide intensive induction course on the Budget Making process to new Members of Parliament;
2. Establish guidelines on Member participation in the Budget Cycle with the Executive;
3. Provide the House Budget Committee with timely information on the movement of the budget proposals from the Ministry of Finance;
4. Furnish the Budget Committee Members with the financial details and structure of the proposed bills; and
5. Develop guidelines to facilitate Members performing their budgetary oversight role.
 | $23,500$5,000$10,000 | Three days training |
| 1. Conduct sensitization workshops for MPs on Standing Orders.
 | $23,500 | Three days training |
|  | **Sub-total for objective 3** | **$161.750** |  |
| **Objective 4: To improve the process of representation and legislation** | 1. Provide Refresher trainings to MPs on the expectations of the electorate; and their role as representatives based real-life scenarios
2. Establish a Constituency office network for use by MPs; and
3. Provide logistical support to Members for travel and for hosting public hearings.
 | $126,00000$50,000$2460,000 | Three days training/month for 12 months |
| 1. Develop training for MPs on representation and outreach
2. Constituency offices established
3. Annual visit to Constituencies by MPs (regional)
 | $10,000$647,500 | One trip per year to 6 regions X 5 years |
| 1. Provide the Members of Parliament with training on the legislative cycle; Drafting Bills; Review and Analysis of Draft Bills; and Legislative Research;
2. Provide technical support to Members of Parliament by recruiting an adequate pool of Advisors;
3. Establish a structured Parliamentary Calendar;
4. Streamline the Legislative Cycle; and
5. Establish a “Bills Format” manual and a Glossary of Parliamentary words and language for use by MPs
 | $23,500$1,728,000$12,000 | 1 expert advisors each for committees + secretariat & speakership @$3000/month for 4 years |
|  | 1. Develop and draft legislative proposals;
2. Publish legislative proposals and disseminate them to the public;
3. Conduct public participation and engagement on Draft Bills;
4. Render legal advice and drafting to Members;
5. Prepare and observe a periodic Parliamentary Calendar with related Order Papers;
6. Draft motions, questions, amendments and petitions as appropriate;
7. Process Bills and other statutory instruments for their enactment;
8. Prepare votes and proceedings of the House; and
9. (ix) Prepare Hansard Reports on Plenary and House Committees.
 | $17,000$250,000$80,0000 | Legal advisors |
| 1. Establish tools for use to scrutinize statutory instruments and proposed legislation
 | $9,000 |  |
| 1. Develop a Calendar containing the major activities of the House in each session
2. Develop Timetables to guide Members and House Committees on a weekly/monthly/annual basis
 | $5,000$4,500 |  |
| 1. Allow sufficient time in the Parliamentary Calendar for Committees to thoroughly analyse proposals and submissions
2. Render legal and other technical support necessary for Committee work
3. Acquire supplementary technical expertise to support to Committees as necessary.
4. Provide adequate working space for Committees
5. Provide Committees with adequate rooms for public hearings.
 | $360,000 | 1 expert per Committee ($3,000 per month) X 10 Committees for year  |
|  | 1. Develop versatile formats to accommodate legislative proposals;
2. Train Members on the use of the Legislation Formats.
3. Develop joint Parliament Rules of Procedure for both HoR and Guurti
 | $15,000$23,500$18,000 |  |
| 1. Build the capacities of staff in the Speaker’s offices; and
2. Acquire the required equipment and networks for their efficient and effective operations.
 | $33,000$15,000 |  |
|  | **Sub-total for objective 4** | **$3,649,000** |  |
| **Objective 5: To enhance Parliament’s Oversight and Accountability functions.** | 1. Design and provide specific training to MPs on oversight;
2. Develop Rules of Procedure for use by both MPs and the Executive on collaboration on oversight and the role expected of each;
3. Develop formats for obtaining technical information from line Ministries;
4. Undertake deeper scrutiny of Draft Bills, Reports and Proposals from the line Ministries; and
5. (v) Establish guidelines and mechanisms for summoning staff of line Ministries to Parliament and holding regular consultations with them for more effective implementation of bills
 | $50,000$18,500$3,00050,000 |  Over the five yearsAcross the five years |
| 1. Review and strengthen the Standing Orders of the House;
2. Conduct benchmarking visits for members of PAC and Economy/financial subcommittees to relevants neighbor countries to gain maore insight on financial scrutiny and budget processes
3. (iii) Establish guidelines and mechanisms for accessing external professional advice on budget issues.
 | $15,000150$5,000 | Across the years |
| 1. Review the laws governing Parliament’s participation in the Budget-making process;
2. Establish effective procedures on budget scrutiny as an integral component of the Standing Orders;
3. Provide focused training to Members on the process of Budget scrutiny; and
4. (iv) Provide a framework for monitoring the implementation of government proposals and programmes.
 | $9,000$8,500$23,500$11,000 |  |
|  | **Sub-total for objective 5** | **$443,500** |  |
| **Objective 6: To enhance public participation in Parliamentary processes.** | 1. Establish a robust department with adequate staffing on public outreach;
2. Develop and implement a calendar with activities on engagement with the public; and
3. (iii) Train staff in Constituency offices how to undertake public outreach activities;
 | $25,000 |  |
| 1. Develop Parliamentary public education programmes for MPs;
2. Develop and disseminate IEC materials to the public and Media on the affairs of the House; and
3. (iii) Facilitate logistics for Members of Parliament to conduct education workshops for public members.
 | $24,000$48,000$152,000 |  |
| 1. Develop guidelines for Parliament’s engagement with the Public; and
2. Develop social media platforms, mainstream media, broadcast channels for interaction between Parliament and the Public.
 | $13,000$50,000 |  |
| 1. Develop broadcast content to share with TV and Radio; and
2. Engage CSOs and other Institutions such as Universities with Parliament on topical issues.
 | $50,000$32,000 |  |
|  | **Sub-total for objective 6** | **$394,000** |  |
| **Objective 7: To build and enhance relationships with other Parliaments.** | 1. Train the Members of the Foreign Affairs Committee on effective lobbying and international engagements as well as protocol
2. Maintain a Calendar of international conferences and meetings by friendly Parliamentary Associations and Bodies;
3. Provide resources and logistics for Members of the Foreign Affairs Committee to participate in international parliamentary meetings;
4. Forge collaboration with the Ministry of Foreign Affairs for joint missions to friendly countries; and
5. (v) Approach foreign missions in Somaliland currently enjoying bilateral relations for possible collaboration with their respective Parliaments.
 | $12,000$180,000 |  |
| 1. Compile a calendar on International forums of interest to Somaliland;
2. Strengthen co-ordination with other stakeholders (e.g. Ministry of Foreign Affairs) on for joint engagement with other legislatures and forums;
3. Operationalize existing MOUs and enter new MOUs with potential collaborating legislatures and forums; and
4. (iv) Participate in International trainings and meetings.
 | $140,000 |  |
|  | **Sub-total for objective 7** | **$332,000** |  |
| **Objective 8: To enhance collaboration with the International Community and Development Partners** | 1. Table the 5-year Strategic Plan of Parliament and to solicit the participation of the International Community; and
2. Launch and print FYSP
 | $5,000$12,000 |  |
| 1. Review current partnership Agreements;
2. Hold structured partnership meetings; and
3. Undertake joint programmes.
4. Manage benchmarking activities for Members.
 | $3,000$15,000$20,000$225,500 | Visits to neighbouring countries for benchmarking |
|  | **Sub-total for objective 8** | **$280,000** |  |
|  | **Grand total** | **$ 10,444,500**

|  |
| --- |
|  |

 |

**7.2 HOUSE OF REPRESENTATIVES CONTRIBUTION FROM OWN BUDGET**

The 2023 figures quoted below are based on requested increases to partially cover key areas of the parliamentary activities, namely oversight, legislation and representation.

Figures\* do not include operational costs. See full 2022 budget on Appendix A following.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **ACTIVITY** | **2022 BUDGET SlShs** | **2022 BUDGET US$** | **2023 REQUESTED BUDGET** | **2023 BUDGET US$** |
| INTERNAL TRAVEL | SlShs 708,750,000 |  | SlShs 708,750,000 | US$ 82,412 |
| OUTBOUND TRAVEL | SlShs 935,550,000 | US$ 108,784 | SlShs 935,550,000 | US$ 108,784 |
| REQUESTED LUMP SUM IN BUDDGET TO COVER KEY AREAS IN OVERSIGHT, LEGISLATION & REPRESENTATION |  |  | SlShs 6,000,000,000 | US$ 697,674 |
| **TOTALS****WADAR GUUD** | SlShs 802,300,000Equivalent to US$ 191,196 (at market rate) |  | SlShs 7,644,305,000Equivalent to (at market rate) | US$ 888,872.67 |

* + - * Equivalent to US$ 82,412 (at market rate)

**APPENDIX A: Approved HoR Budget for 2022**

|  |
| --- |
| **Budget 2022 of the House of Representatives** |
| **Head** | **Details**  | **2021** | **2022** | **Farqi** | **% Farqi** |

Central Government budget

Permenant Staff Salaries

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2110101: Permanent Staff Salaries  | 1,944,131,904 | 2,067,436,800 | 123,304,896 | 6.3% |
| 2110105: Permanent Staff Salaries  | 6,396,000,000 | 6,396,000,000 | 0 | 0.0% |
| (MPs/ Law-makers Salaries) |  |
| ***Sub total 8,340,131,904 8,463,436,800*** | ***123,304,896*** | **1.48%** |

Salaries and Allowance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2110203: Salaries for Temporary Staff  | 969,036,224 | 1,353,036,224 | 384,000,000 | 39.6% |
| ***Sub total 969,036,224 1,353,036,224*** | ***384,000,000*** | **39.63%** |

Salaries and Allowance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2110301: Permanent Staff Allowance  | 2,938,500,000 | 2,956,500,000 | 18,000,000 | 0.6% |
| 2110303: Operational Allowance  | 16,095,564,466 | 16,277,371,378 | 181,806,912 | 1.1% |
| 2110306: Security Allowance  | 350,000,000 | 350,000,000 | 0 | 0.0% |
| 2110308: Eid Allowance  | 40,502,748 | 40,502,748 | 0 | 0.0% |
| 2110312: Farewell Allowance for Ex-MPs |  | 19,647,528,000 | 19,647,528,000 | 100.0% |
| Hore |  |
| ***Sub total 19,424,567,214 39,271,902,126*** | ***19,847,334,912*** | **102.18%** |

Staff Expenditure

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2120104: Liter |  |  | 0 | #Num! |
| ***Sub total 0 0*** | 0 | **#Num!** |

Utilities (Electricity and Water Bills)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2210101: Electricity Bill | 110,000,000 | 103,950,000 | -6,050,000 | -5.5% |
| 2210102: Water Bill | 70,000,000 | 66,150,000 | -3,850,000 | -5.5% |
| ***Sub total 180,000,000 170,100,000*** | -9,900,000 | **-5.50%** |

Telecommunication

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2210201: Telecommunication and Post Bills | 250,000,000 | 236,250,000 | -13,750,000 | -5.5% |
| ***Sub total 250,000,000 236,250,000*** | -13,750,000 | **-5.50%** |

Internal Travel Expenses

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2210301: DSA  | 750,000,000 | **708,750,000** | -41,250,000 | -5.5% |
| Internal travel |  |
| ***Sub total 750,000,000 708,750,000*** | -41,250,000 | **-5.50%** |

Outpounds Travel Expenses

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2210401: DSA | 990,000,000 | 935,550,000 | -54,450,000 | -5.5% |
| Outpounds Travel Expenses  |  |
| ***Sub total 990,000,000 935,550,000*** | -54,450,000 | **-5.50%** |

Advertisement, Publication and New papers Expenses

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2210503: news paper and books | 300,000,000 | 283,500,000 | -16,500,000 | -5.5% |
| ***Sub total 300,000,000 283,500,000*** | -16,500,000 | **-5.50%** |

Rental Expenses

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2210601: Vehicles Rent  | 100,000,000 | 94,500,000 | -5,500,000 | -5.5% |
| 2210602: Housing Rent  | 335,700,000 | 317,236,500 | -18,463,500 | -5.5% |
| 2210603: Offices Rent  |  | 198,450,000 | 198,450,000 | 100.0% |
| ***Sub total 435,700,000 610,186,500*** | ***174,486,500*** | **40.05%** |

|  |
| --- |
| **031: Budget 2022 of the House of Representatives** |
| 2210802: Hospitality and Events Expenses | 250,000,000 | 236,250,000 | -13,750,000 | -5.5% |
| ***Sub total 250,000,000 236,250,000*** | -13,750,000 | **-5.50%** |

Office Equipment Expenses

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2211101: Office Equipment (Stationery). | 200,000,000 | 189,000,000 | -11,000,000 | -5.5% |
| ***Sub total 200,000,000 189,000,000*** | -11,000,000 | **-5.50%** |

Petrol and Oil Expenses

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2211201: Petrol, Diesel & Oil | 450,000,000 | 425,250,000 | -24,750,000 | -5.5% |
| ***Sub total 450,000,000 425,250,000*** | -24,750,000 | **-5.50%** |

Other operational Expenses

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2211338: Housing and Office Maintaince Expenses | 300,000,000 | 236,250,000 | -63,750,000 | -21.3% |
| 2211342: Special Expenses  | 2,000,000,000 | 2,400,000,000 | 400,000,000 | 20.0% |
| 2211348: Recognition Fund | 1,500,000,000 | 1,417,500,000 | -82,500,000 | -5.5% |
| ***Sub total 3,800,000,000 4,053,750,000*** | ***253,750,000*** | **6.68%** |

Other Operational Expenses

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2211387: Other Expenses of the Offices | 200,000,000 | 200,000,000 | 0 | 0.0% |
| ***Sub total 200,000,000 200,000,000*** | 0 | **0.00%** |

Vehicles Maintenance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2220101: Vehicles and Motors Maintenance  | 400,000,000 | 378,000,000 | -22,000,000 | -5.5% |
| ***Sub total 400,000,000 378,000,000*** | -22,000,000 | **-5.50%** |

Other Assets Maintenance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2220204: Offices Maintenance  | 1,000,000,000 | 850,500,000 | -149,500,000 | -15.0% |
| ***Sub total 1,000,000,000 850,500,000*** | -149,500,000 | **-14.95%** |

Buildings

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 3110202: Offices Buildings  |  | 2,000,000,000 | 2,000,000,000 | 100.0% |
| Offices Buildings |  |
| ***Sub total 0 2,000,000,000*** | ***2,000,000,000*** | **100.00%** |

Vehicles Purchase

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 3110701: Vehicles and Motors Purchase  |  | 530,000,000 | 530,000,000 | 100.0% |
| ***Sub total 0 530,000,000*** | ***530,000,000*** | **100.00%** |

Assorted Offices Equipment Purchase Fund

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 3111002: Offices Equipment Purchase Fund | 150,000,000 | 150,000,000 | 0 | 0.0% |
| 3111010: Electricity & Water Equipment Purchase Fund | 25,000,000 | 25,000,000 | 0 | 0.0% |
| ***Sub total 175,000,000 175,000,000*** | 0 | **0.00%** |

Other Equipment Purchase Fund

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 3111111: Communication and Post Equipment Purchase | 250,000,000 | 250,000,000 | 0 | 0.0% |
| ***Sub total 250,000,000 250,000,000*** | 0 | **0.00%** |

Outstanding Bills

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 5210503: Outstanding Bills |  | 150,000,000 | 150,000,000 | 100.0% |
| ***Sub total 0 150,000,000*** | ***150,000,000*** | **100.00%** |

***GRAND TOTAL : The House of Representatives***

***38,364,435,342***

***61,470,461,650 23,106,026,308***

**60.23%**



**HOUSE SUBCOMMITTEES**

|  |  |
| --- | --- |
| **No**  | **Committee Name** |
|  | **Business Committee** |
| 1 | **Standing and Discipline Committee** |
| 2 | **Financial, Commerce and Economy Committee** |
| 3 | **Social Affairs Committee** |
| 4 | **Judiciary, Constitution, Justice and Human rights Committee** |
| 5 | **Environment, Natural Resources, Production and Energy Committee** |
| 6 | **Internal Affairs, Defense and Security Committee** |
| 7 | **Public Accounts Committee** |
| 8 | **Foreign Affairs, Planning, Investment and International Cooperation Committee** |
| 9 | **Public Works, Technology, Housing Transportation Committee** |
| 10 | **Sharia, Culture and Family Affairs Committee** |

**SECRETERIAT DIRECTORATES**

**Secretary General and Deputy Secretary General head the Secretariat**

|  |  |
| --- | --- |
| **No** | **Department** |
| 1 | **Human Resource Department**  |
| 2 | **Hansard Department**  |
| 3 | **Communication and Public Relations Department** |
| 4 | **Planning Department**  |
| 5 | **Research Department**  |
| 6 | **ICT Department**  |
| 7 | **Archives Department**  |
| 8 | **Library Department**  |
| 9 | **Admin and Finance**  |
| 10 | **Regional Coordination**  |