

**THE REPUBLIC OF SOMALILAND  
HOUSE OF REPRESENTATIVES**



**STRATEGIC PLAN 2022-26**

*“Bringing the MPs Close to the People”*

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## Executive Summary

Since 1991, the country has gradually growing up in many areas in terms of peace, stability democracy and socia-economic. Similarly, the HoR has been developing. The current HoR came to the office after country hosted twin-elections (Parliamentary and Councilors) on 31<sup>st</sup> May 2021, which resulted that people have elected 82 new MPs, whom replaced the overstayed Ex-MPs of the HoR. The new MPs and their leadership both have made commitments and promises during their election campaign, therefore, they are very committed to leave a good legacy behind after end of their tenure. This strategy plan is result of MPs commitment to develop the parliament (HoR) institution and make it better then how it is now.

The key areas that the strategy plan will be focused on are:

- 1. Strengthen Institutional Capacity;**
- 2. Enhance HoRs' Effective Representation and Legislation;**
- 3. Enhance HoRs' Oversight and Accountability functions;**
- 4. Increase Civic Engagement;**
- 5. Increase and Sustain HoRs' relations.**

According to above mentioned strategic directions. The HoR aims at improving Parliament workings more effective, as well, effectively fulfill its constitutional mandates (law-making, represent people, and oversight -which means of holding executive into account), and, deliver a better service.

The HoR emphasizes to attempt to effectively implement all of its planned activities in this plan during its tenure. Therefore, the MPs and the staff are very committed to do their work as in line with the strategy plan in order to smoothly achieve the HoRs' goal in the near future.

it's no doubt that the HoR has budgetary constraints, which hindered to achieve more, thus, the implementation of this plan serious needed supports from Somaliland government and development partners – donors,

Finally, the HoR is optimistic to fully implement all planned activities in this five-years plan, and transform the institution into more efficient, that has a competent MPs and staff, who effectively performs their duties in daily basis. Also, at the end of the current fifth House of Representatives term, we very hopefully to achieve a touchable positive change that happens within the institution.



## The speaker's Message

The Somaliland Parliament is an important part of the Somaliland governance system. Its constitutional tasks can be divided into four categories: making laws, representing the voice of Somaliland's people, providing supervision and scrutiny of government acts and budgets, and serving as a venue for debating national and political matters.

Somaliland deservedly received praises on May 31<sup>st</sup>, 2021, for holding peaceful parliamentary and local council elections, which resulted that people have elected 82 MPs who will serve the nation as well represent the people for the next five years.

The House I and my two deputies lead have made promises and commitments, and we are very keen to do a lot of work during our term in the office, we also eager to leave a good legacy.

I am very proud to share with you this five-year strategy plan 2022-2026, which will be the roadmap to where we want to be in five years later. The strategy plan will shape the parliament work and will allow us to do our business a systematic way.

Furthermore, the strategy plan will give us a framework to address gap areas in the institution that need to improve in order to effectively implement the constitutional mandates.

Finally, it's my honor It is my honor and joy to offer this plan to lead the HoR's policy formulation and operations for the years 2022–2026 on behalf of the HoR. I invite members of Parliament, other government agencies, all citizens, civil society organizations, the commercial sector, and development partners to collaborate on the implementation of this plan. moreover, I'd like to express my gratitude to the HoR strategic plan development committee and supporting staff for their effort to make this plan to came alive.

**Hon. Rt. Abdirizak Khalif Ahmed**

**Th Speaker of the HoR**

## Word of the Secretary General



This successor strategy is a medium-term plan that will be implemented between 2022 and 2026. The previous plan (2017–2021) established the groundwork for this one. It lays out a strategy for allocating resources to consistently improve the House of Representatives' structures and systems, as well as the capacity of staff and members, in order to boost the HoR's ability to successfully carry out its constitutional tasks.

This plan analyses the institutional support that the MPs of the 5<sup>th</sup> House of Representatives' will receive. It describes the significant activities that the House Administration has undertaken to fulfill the long-term strategic objectives of the House of Representatives as an institution. We're building on the foundation of previous Houses' work.

As a result, the 5<sup>th</sup> House's five-year Strategic Plan outlines our mandate, as well as our common vision and values. Then, as we carry out the Administration's mandate under the guidance of the Speaker of the House of Representatives, it specifies the projects and activities that will be carried out by the House of Representatives (MPs and Staff).

To achieve the key objectives of this plan and effectively implement the activities mentioned in the HoR will produce Annual Work Plans (AWP), which will convey the priority activities in each year. The work plans will be a detailed yearly implementation plans for this strategic plan, based on the content supplied in the implementation roadmap.

The 5<sup>th</sup> HoR will undoubtedly bring new problems as well as new chances for the institution to grow. I am honored to lead this team, and I am convinced that all members of the House of Representatives Administration will try to carry out their duties in the greatest tradition of legislative service. I welcome this chance to enlighten Somalilanders about our work to sustain the institution and support their Members of Parliament on behalf of the HoR Secretariat's whole workforce.

I must express my heartfelt thanks to Somaliland's House of Representatives leadership—the Speaker, 1<sup>st</sup> Deputy Speaker, and 2<sup>nd</sup> Deputy Speaker—for allowing us to envisage and carry out our responsibilities, as well as for their advice and assistance. I would also like to express my gratitude to the Technical Team, led by the Planning Director, for their tireless efforts and time spent researching, compiling, and developing the first draft of the HoR Five-Year Strategic Plan, as well as all those who helped us, particularly our development partners like UNDP and other organizations.

**Mr. Abdirizak Saed Ayanle**  
**Secretary General of the HoR**

## Acknowledgement

It is the culture of the Somaliland Parliament (HoR) to have a strategy plan for every House term. This strategy plan will be guided the MPs and their staff to manage and handle effectively their day-today activities.

The development process of this strategy plan went under different stages, and the strategy plan development committee have been played significant role in the development process, which was done in a participatory and consultative manner.

First and foremost, I thank leadership of the fifth House of Representatives for their commitment want to this plan, secondly, I thank to members of the strategic plan development committee, and the technical staff who have contributed a lot in this plan.

I am greatly indebted to the Somaliland government and development partners for their continues contributions and support provides to the Somaliland Parliament to implement its planned activities. and without them would be difficult for the HoR to achieve any.

Finally, I sincerely thank the staff of the House of Representatives for their role in the development of this strategy plan 2022-2026, and their honest serve for the MPs and the nation in general. And the UNDP for their assistance to this plan and the previous ones.

**Abdinasir O. Mohamoud**

**Director of Planning**

## Part 1: Institutional Overview

### 1.1. Somaliland Political History

For nearly a century, Somaliland was a British protectorate, but on June 26th, 1960, it obtained independence, and on July 1st, 1960, it joined voluntarily with Somalia. Somaliland's motive was to build a great nation, but its dream was dashed when the military regime took power in a coup d'état. People were mistreated and oppressed, especially in the north known as Somalilanders. The regime fell apart after years of fierce fighting with the SNM, and Somaliland regained its freedom from the rest of Somalia and declared itself a sovereign state.

Since then, the Somaliland have controlled their own affairs, managed to restore peace and order, resolved unrest through a clan reconciliation process, and implemented democratic values that allows people to determine to elect who made decision for them such as President, Parliament, and Local Councilors.

Despite the fact that Somaliland is not yet recognized as an independent state, it maintains strong relations with a number of countries in African, Europe and Asia.

In 2001, the Somaliland people made paradigm political shift after voted and approved the first constitution that country ever had. Since then, they have successfully managed eight democratic elections; including three presidential, two parliamentary, and three local councilors, despite many challenges that the country has been struggling with. The new

constitution shapes state structure by dividing into three organs: the Executive, the Legislative, and the Judiciary, where each has its own obligations and duties, which it performs independently from the others, but each one has check and balance one another.

### 1.2. History of Somaliland Parliament

Somaliland has bi-ceramal Parliament: The House of Elders, well-known Guurti, and the House of Representatives. Both Houses has common functionalities. They responsible for making and amending laws, represent people, and oversight the executive to make sure the quality of public services and hold the executive into account.

The MPs of the House of Elders have been in the office since it formed and they came selection from Somaliland clans, and never elected them, while the MPs of the House of Representatives have been changed House after House, and the current MPs are the fifth HoR, and second democratically elected as well.

In this part therefore we briefly narrate this history of House of Representatives. when Somaliland became independent country as a nation, the country's first members of parliament has emerged, but unluckily was not lived long. They were only existed four days and diminished after Somaliland united with Somalia on 1<sup>st</sup> July 1960. That parliament was not lefted a much history to record.

The first members of Somaliland House of Representatives was established in 1991, after Somaliland restored its independence, and was consisted 33 MPs, who came by selection from all clans and had been serving the country till 1993.

The second HoR was formed in 1993 and had been in the office till to 1997, the MPs was formed as the previous house – they were selected from all clans in Somaliland.

The MPs of the third HoR came to the office in 1997 till to 2005. They were 82 MPs who were selected by Somaliland people.

The fourth and first democratically elected members of the HoR was formed in 2005. And the people have elected them by direct democratic election, they were consisted 82 MPs who represent all regions and three different political parties – UDUB, KULMIYE and UCID. They had been in the office till 2021.

The fifth and second democratically elected MPs of the HoR came to the House in 31<sup>st</sup> May 2021, and they are 82 MPs elected from all regions, and represent all Somaliland people and three political parties – WADDANI, KULMIYE and UCID. The MPs of the House will work for the country till 2025.

### 1.3. Mandates

according to article 53 of the constitution, the major constitutional duties of the Houses of Parliament are:

**Representation** - a means of representing the electorate by speaking for them and making decisions for them;

**Legislation** – have the authority to make new laws, amend existing laws, review and revise bills proposed by the executive (government), and then can reject or approve them;

**Oversight** - is a method of holding the executive accountable, to make sure quality of public services, and how executive spending public funds whether are inline with approved budget by the parliament.

### Membership of Parliament

Anyone wishing to run for membership in either House of Parliament must meet certain conditions and requirements, including age, education, character, and faith, according to Article 41 of the constitutions. It is not difficult, but each House has its own rules while everyone has a right to vote and to be elected as a member, as the constitution and other laws of the land require.

Before 2001, the Houses of Parliament were not elected but selected from clans in the country, but when the people voted for its first constitution, MPs were directly elected by the people.

### House of Representatives

Constitution says “the main legislative body of the Houses of Parliament is the House of Representatives, also, constitution stressed that the MPs of the HoR are members who



truly represents the people, because people have elected them directly in democratic way.

The HoR is the principal legislative body of the Houses of Parliament, as provided in the constitution. All bills are processed and drafted initially in this House before it send to the House of Elders for check, review and correction.

### Structure of the House of Representatives

The House of Representatives has an organizational structure; there are two departments: the elected body/department – which is the MPs, and the administrative/secretariat department – which is the staff.

In general, the speaker and two deputies lead the House, while the remaining MPs are members of the ten committees. Each committee has specific roles to do so. And the committees perform their work independently, but they must report back to the Parliament.

The administrative/secretariat department leads by the secretary general and deputy secretary general, all other staff are members of the 10 departments. Each department has list of roles to do, and one director who leads the department.

The staff are civil servants, and not elected them as the MPs. they are permanent staff and recruits them by needs.

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## 1. Current Situation of the Somaliland House of Representatives

Somaliland House of Representatives has been significantly developing since it was established in 1991, despite, improvement yet need in many areas in the institution.

Currently, the committees, the departments, the speakers, the secretary general and the advisers have offices despite not adequate and enough. The near future, expansion of the premises is desperately needed or relocation of the parliament place. Human resource (MPs and Staff) are essential for Parliament (HoR) work to be effective, therefore, the MPs are new and their knowledge about the Parliamentary business is expanded, increasement of MPs knowledge is needed. The ICT infrastructure of the HoR is very poor, upgrade and installing new ICT equipment is critical. The HoR public image is not good, and suffered damage after the Ex-HoR has overstayed, therefore, building a better image of parliament is very crucial. The research department was established two years before, and the staff of the department needs capacity training as to do more research activities which the HoR will be benefited in the near future. the Hansard department’s work is good and presently the work with manual equipment, to improve their work they urgently needed to equip with them modern Hansard technology as to do effectively their day-to-day activities and produce verbatim reports on-time.

the MPs representation and legislation role is moderate but improvement is vital, to make the MPs truly representative of the electorates, we need to capacitate them, also, to produce a quality of laws that fit for current situation of the people, we need to build the knowledge of the MPs related to legislation.

The way that HoR do its oversight and accountability functions is good, but still we need to improve as to hold the executive into account and safeguard the wellbeing of public assets. in general, the MPs needs capacity trainings on how to undertake effective oversight and hold the executive into fully account. also, each committee needs to get relevant training on oversight.

Now, Somaliland people are less aware about the Parliamentary business, so that, to get well-informed socialites that knows how to take part in bills formation during early draft stage, it's important to engage citizen by using many tools to reach to the people.

Currently, the HoR has good relations with a number of parliaments, INGOs, NGOs and most of government institutions in Somaliland. we need to sustain the current HoRs' relations with other institutions, we also need to increase and expand the HoRs' relations having with foreign and national entities.

In a nutshell, the HoR capacity on financial management is moderate, according to reports produced by independent third parties hired by donor countries. third parties have been examined the HoR by asking international best practice questions as to identify the capacity of HoR to manage money, whether the public funds or donor funds. finally, the third parties have identified that the HoR has passed all essential questions and practices required process needed to have international organization. They have been awarded to Somaliland HoR a **Moderate Risk** rank, which means that the HoR has a good capacity to manage funds, but still some areas need to improve in order to minimize the risk ranking up to **Low Risk** -which means the organization has zero financial risk and has a better capacity to run funds.

Finally, this strategy plan responds to improve all above areas that need to address in order to make the institution a well capacitated, that effectively perform its constitutional duties, as well, deliver effective services to the public.

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### 1.1. Role of Parliament (HoR) in vision 2030 and NDP II

The HoR five-year strategy plan is in-line with Somaliland's vision 2030, both plans have focuses on nation's development. The HoR targets to improve institutional capacity, in terms of organization's capacity and human resource as well, also, make the Parliament premises an environment suitable for MPs and work, furthermore, produce a quality of laws which fit

for citizens. Similarly, Somaliland’s vision 2030 focuses on improvement of several key areas that important for the people and the country. Such economy development, infrastructure, and social life; good governance and environmental protection.

The fifth HoR is very committed to put its all energy in the realization of nation’s vision 2030, and to prove that, the HoR will work on producing the essential laws that may add value on achieving the big goal of this nation.

### 1.2. The Planning principle of the SL HoR strategy plan 2021-2025

The preparation of the third strategy plan of the Somaliland HoR has been underwent through inclusive process that stakeholders have been participated in, consulted and added their contribution in to the plan. The strategy plan development committee have been debated and discussed on the plan, and ultimately have finalized it, which lately the speaker of the House has signed and enforced it.

### 1.3. Methodology for developing the Strategic Plan

The development of this strategy plan has been undergone through inclusive and consultative process, which all stakeholders have taken part in the preparation process through discussions and meetings, and have contributed their views regarding the strategy plan, it also, used in desk research. Above all processes were aimed at ensuring ownership of the plan.

## Part 2: Situational Analysis

First, it is very important to consider the situation that we (Parliament) live and work in, as to identify the circumstances that surrounding us, in this part, we will closely exam and analyze the parliament’s current situation, and firstly, we go thoroughly to analyze the SWOT ( strengths, Weaknesses, Opportunist and Threatt) of the Parliament.

### 2.1. SWOT analysis

**Table 1:** examines the HoRs; Strengths, Weaknesses, Opportunities and Threats.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Existence and Independence Parliament</li> <li>• An autonomous and professional parliamentary staff</li> <li>• New and Young energetic MPs</li> <li>• Professional staff that capable to do the work effectively.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate offices with less space of land.</li> <li>• The MPs are new and have not enough experience of Parliamentary business.</li> <li>• Lack of proper terms of reference for the staff organogram</li> <li>• Budget dependence of the executive.</li> <li>• Institutional policies, manuals and procedures not reviewed</li> </ul>

	<ul style="list-style-type: none"> <li>• Institutional policies and policies are not enforced and applied within the daily workings.</li> <li>• Not fully exercise the Parliament’s constitutional duties</li> <li>• MPs and Staff are not adhering the Parliament rules of procedure, written policies and other procedures.</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• The Parliamentarians are new and have the people’s confidence.</li> <li>• Good will of development partners.</li> <li>• Resilient nation that have positive hope in the near future.</li> <li>• Have enough legitimate time to do more work.</li> </ul>	<ul style="list-style-type: none"> <li>• high public expectation and demand of MPs.</li> <li>• unrealistic promises by the MPs to the voters.</li> <li>• Budget constraints.</li> <li>• Political division by the MPs.</li> <li>• Unfamiliar people about the parliamentary business.</li> <li>• Covid-19 Pandemic could be potential threat that may affect on parliament’s work.</li> </ul>

## 2.2. PESLE analysis, Stakeholder analysis, emerging issues

This part analyzes the Political, Economic, Social, Legal and Environmental Issues that could impact this plan during implementation period.

**Table 2:** Examines PESLE issues that could impact this plan

Category	Issue	Outcome
<b>Political</b>	Opening of political organization and dynamic political structure	Reshapes the political structure of the parliament, which now based the three existing political parties.
	Regional instability	Increased insecurity that may lead lower investment, and halt of development partners presence in the country
<b>Economy</b>		
<b>Social</b>		
	High population growth	

<b>Technological</b>	Growing use of ICT	Increased leverage of ICT in operation and communication;
<b>Legal</b>	Enhanced role of Parliament in creating more new laws.	
	Revision the rules of procedure of the 5 <sup>th</sup> Parliament (HoR)	
<b>Environmental</b>		

### 2.3. Stakeholders analysis

This section, we closely look at stakeholder's analysis. The Parliament (HoR) is a House for the people, it represents the electorates interests. There are also number of stakeholders that interests Parliament's issues. This table outlines the key stakeholders of the HoR.

Stakeholder	Stakeholder Expectation	Parliament Expectation
<b>Members of Parliament</b>	<ul style="list-style-type: none"> <li>Efficient services</li> <li>Conducive work environment</li> <li>Capacity building</li> </ul>	<ul style="list-style-type: none"> <li>Enactment of more laws</li> <li>Improved quality of debates</li> </ul>
<b>Staff</b>	<ul style="list-style-type: none"> <li>Getting a new law for staff</li> <li>Conducive work environment</li> <li>security</li> <li>Career growth and development</li> <li>Training and development</li> <li>Adequate remuneration</li> </ul>	Secured staff rights. <ul style="list-style-type: none"> <li>Timely implementation of programs</li> <li>Adherence to rules and regulations</li> <li>Improved performance/ service delivery</li> <li>Staff satisfaction and loyalty</li> </ul>
<b>The public/people/electorates</b>	<ul style="list-style-type: none"> <li>Truly and effective representative.</li> <li>Effective oversight</li> <li>Good governance</li> <li>Improved legislation</li> <li>Appropriate utilization of resources</li> </ul>	<ul style="list-style-type: none"> <li>Participation in the legislation process</li> <li>Feedback on performance of parliament</li> <li></li> </ul>
<b>The Media</b>	<ul style="list-style-type: none"> <li>Access to information and parliament proceedings</li> </ul>	<ul style="list-style-type: none"> <li>Objective reporting on Parliament</li> </ul>

<b>Development Partners</b>	<ul style="list-style-type: none"> <li>• Good Governance</li> <li>• Strong Institutions</li> <li>• Growth in democracy</li> <li>• Appropriate utilization of resources</li> </ul>	<ul style="list-style-type: none"> <li>• Rules of law</li> <li>• Increased collaboration</li> </ul>
<b>Global partners</b>	<ul style="list-style-type: none"> <li>• Active participation in international fora</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building of staff and members of parliament</li> <li>• Adaptation of best practice</li> <li>• Participation in global decision making</li> <li>• Implementation of constitutional duties.</li> </ul>
<b>Ministries and public institutions</b>	<ul style="list-style-type: none"> <li>• Better and effective communication on all issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Debate and scrutiny of policies and budgets on a timely basis.</li> </ul>
<b>The civil societies</b>	<ul style="list-style-type: none"> <li>• Inclusiveness in the legislation process</li> </ul>	<ul style="list-style-type: none"> <li>• Objective criticism</li> <li>• Contribution to the legislation processes</li> </ul>

### Part 3: Strategic Direction and Desired Outcome

In order to achieve the strategic directions under this strategic plan, the fifth House of Representatives is very keen to improve Parliament's capacity to handle its constitutional mandates, therefore, it targets to improve five key areas which seems that current MPs significant to address on it. also, the fifth HoR has developed vision, mission and goal, and values to guide its implementation to which

#### Vision

To be a truly representatives of the people, and promote peace, democracy, rule of law, and good governance.

#### Mission

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

#### Values

our core values and beliefs as HoR is to indicate what we stand for, what drives our priorities, and what guides our daily interaction in the implementation of our Mission to achieve our Vision.

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

The following are five (5) strategic direction that the fifth HoR is going to focus on its improvement for the next five years, in order to make better functioning the HoRs' work regarding its constitutional mandate.

- Strategic Direction No 1.**
  - Strengthen Institutional Capacity
- Strategic Direction No 2.**
  - Enhance HoRs' Effective Representation and Legislation
- Strategic Direction No 3.**
  - Enhance HoRs' Oversight and Accountability functions
- Strategic Direction No 4.**
  - Increase Civic Engagement
- Strategic Direction No 5.**
  - Increase and strengthen the HoRs' Relations

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## Strategic Direction No 1: Strengthen Institutional Capacity

Strengthen institutional capacity is one of 5<sup>th</sup> HoR priorities. It's very important to develop and strengthen institution's capacity for the next five years, in order to make the Parliament a one that effectively performs its constitutional duties, as well, provide effective services to the public, and produce a quality of laws that fits the people. below are areas that the HoR will improve as to strengthen the institution.

### 1.1. Capacitate the Communication and Public Relation Department

Undoubtedly, prolonged term of the previous members of the House of Representatives (4<sup>th</sup> HoR), has profoundly damaged to the Parliament's (HoR) reputation, resulted a negative public perception about the Parliament (HoR). To maintain that, the new MPs has cognizant of the fact, and is committed to build a better image of Parliament (HoR) by improving its communication and public relations strategy, as well, open the HoR more to the people. also, The HoR will capacitate the department of communication and public relations in order to play key role in enhancing HoR's public image. Moreover, The HoR will frequently inform to the public at large about its daily businesses through available channels, such as parliament website, HoR's social media account; mass media. Also, the HoR will produce a short episode that carrying out the parliament sessional achievements, then will inform the people, similarly, a quarterly magazine will be regularly produce, more leaflets will be published and distributed out to the people. e-magazine will be distributed out on virtual platforms. All these will be ways to informing public at large and will add value on the efforts to building public trust on Parliament and maintaining their perception into more positive.

### 1.2. Capacitate Human Resource

Human resource is the spirit of the institutions and lies at key position when it comes to institutional existence. So that, the capacity of human resource is what reflects institution's work quality. Somaliland HoR has competent staff and educated MPs, but still is important to build and increase the knowledge of MPs and staff related to Parliamentary business and organizational work effectiveness.

The MPs – are new and they need more trainings on Parliament work. also, most of the staff are skilled and have been working at the parliament more than one decade, but some of the staff are recently recruited, and don't familiar with how parliament works.

To make parliament work effective in the near future, the HoR will train the MPs and staff by giving them frequent trainings on different subjects within the parliament sphere.



### **1.3. Strengthen Security of Parliament premises**

Our region of Horn of Africa is very hostile region and has been struggling with civil wars and terror attacks for last thirty years. therefore, to be vigilant and aware what is happening around us is good for us. also, tighten the security of our Parliament premises is very critical, in order to secure safety of our MPs, Staff and other guests.

Currently, although the Parliament building is not adequate place and not enough for all parliament needs, but we have no other option. so, to use current premises is must and essential for the upcoming years. but we what we can do is to improve the parliament's security. To realize that, The HoR will reassess the current security level of the Parliament premises in order to identify loopholes and weak areas that need to address and improve it, as to make our workplace suitable environment that free from threat.

### **1.4. Enhance Hansard and Reporting proceedings**

Hansard department plays vital role in recording parliament activities and the production of good laws. The HoR sees duty to improve this department in order to effectively record MPs debates and other parliament proceedings, as well, produce verbatim reports on time.

The HoR will modernize the Hansard department equipment by providing essential modern equipment that can necessary for Hansard department work. furthermore, staff training also is priority.

### **1.5. Improve Research Department**

Research not only plays a better position in identifying a problem but also suggests and recommends a solution to deal with problem(s). The HoR cognizant the importance of research in institutional development. Therefore, the HoR will emphasize to improve the capacity of research department and their staff. the HoR will train the staff, also, will provide the essential materials they need in order to do their work better - produce reliable empirical research papers.

### **1.4. Upgrade HoR ICT infrastructure**

in the contemporary world, ICT is the back-bone of many social life aspects, such as economy, health, education and so on. To improve Parliament work we need to enhance our ICT infrastructure. The HoR will assess the current ICT systems within the parliament, then provide ICT equipment to the needy areas in the parliament. also, provide capacity trainings to the staff of ICT department. In the near future, if we do above all, the parliament work will be simply and smooth running, and people will easily access to parliament information.

### **1.5. Get adequate Premises for Parliament**

A healthy workplace environment is significant for human happiness, motivation, and their productivity. Getting adequate place for the MPs and staff is important. current Parliament's premises is neither big enough for Parliamentarians not adequate. So that, a new building for the parliament is crucial or expand the current building by buying or renting nearby Houses, in order to make Parliament's workplace an adequate and healthy environment that gives MPs and staff energy, motive and a place to feel happy while they working in.

### **1.6. Increasing HoRs' Openness and Accountability**

Before we account others, we should hold ourselves into account. this is the commitments of the MPs of the fifth HoR. The HoR will increase its internal accountability as to avoid misuse of entrusted power. The HoR would like to be a living example of democracy and good governance. institutions openness and self-accountability will be increased more. People will easily access to Parliament information and documents except documents not allowed third parties.

Furthermore, The HoR will also establish internal auditor who will be responsible for accounting and auditing the Parliament (HoR) budget, as to make sure how Parliament spending its budget, whether is in line with laws or not. This will be a crucial step to preventing power misuse and corruption.

The current MPs believes that the public funds (taxpayers' money) is needs to safeguard. Therefore, the parliament budget from government and the donor aids to the parliament will be monitors, screened and audited frequently by the Parliament internal auditor office. reports from internal auditor will be openness one and published on parliament website.

## **Strategic Direction No. 2: Enhance the HoRs' Effective Representation and Legislation**

Representation and Legislation are two important Parliament constitutional duties. therefore, improving the MPs representation and legislation role is crucial. The HoR want to focus to improve the HoRs' legislation capacity and MPs representation role.

The HoR will increase the MPs' knowledge about legislation and representation by providing a capacity training to MPs.

## **2.1. Representation**

In democratic Parliaments, the MPs are elected by the citizens (voters). So that, the MPs should speak the interest of their people. moreover, in fulfilling the functions of lawmaking and oversight, a parliament represents those that elected them to parliament. For a parliament to maintain legitimacy, it is critical that accountability to voters should take place systematically throughout the parliamentary term, rather than just at election time. It is important that the people should have ample opportunities to provide feedback on the work of the parliament and of individual parliamentarians. Also, it is significant that the MPs must maintain ongoing constituency relations to demonstrate their accomplishments and to seek the input of citizens. Aside from reengaging constituents in dialogue, MPs may also provide other types of constituency services, including conducting constituency visits, Public outreaches, and public hearings.

To do all above mentioned effectively, the HoR must equip to the MPs the essential knowledge of Representation by providing capacity trainings related to this field.

### **2.1.1. Provide capacity trainings to the MPs**

The current MPs of the fifth HoR are all new to the Parliament work, so that, they need to provide more capacity trainings to effectively perform their duty. Representation is one of the MPs' key constitutional duties, therefore, in order to MPs speak the interest of their constituencies, it is vital to provide a capacity training related to representation

### **2.1.2. Improving the constituency offices**

Somaliland parliament has been constituency offices in the main five capital cities in the five regions, except Hargeisa. And these offices have been playing a key role bridging between the MPs and local people (electorates) in the regions. The offices distribute parliament information out to the public, it also feeds to the MPs by sharing with them what is going on in their constituencies/regions in order to make the MPs updated. a number of less experienced local staff have been operating in the parliament constituency offices since established in 2014. Definitely, the staff are needed to capacitate them in order to perform their duty effectively as well provide smooth and effective services to the public. additionally, the offices itself are needed to assess it, and get know their current basic needs, then provide essential equipment.

### **2.1.3. Support the MPs to go-back to their constituencies**

Each year, Parliament gets recess three times, the aim of the recess is to give chance for the MPs to go back to their constituency and meet with their electorates, then discuss on ongoing

and important issues, also, solve social problems. A budget constrains holds the MPs to visit to their regions. In the future, the HoR should assist the MPs to go and visit their regions and meet with their people. this will allow the MPs to be familiar about the current socioeconomic situations of their regions, and when they back to home – Hargeisa- to address issues that need to fix.

To effectively implement this activity, the MPs also need to capacitate with essential knowledge of how to effectively conduct constituency visit programs. The HoR is committed to train the MPs in order to enhance their knowledge related to conducting effective and outstanding constituency visits.

#### **2.1.4. Support the MPs to undertake public hearings**

Public hearings are an important activity, it gives a chance for both MPs and electorates to discuss on important social issues. In the future, the HoR is very committed to facilitate the MPs to conduct public hearings as to get exchange more information with the public in all regions respectively.

## **2.2. Legislation**

Legislation is one of the constitutional pillars and the main objectives established the Parliament. the constitution granted the MPs of the Parliament to make new laws, amend existing laws; review, enhance, reject or approve bills proposed by the executive, or 5000 citizens, or 11 MPs through motion.

To produce a quality of laws that fit for the current real situation of the people and the country needs to improve the knowledge of the MPs, it also needs to improve the legislative cycle that the draft bills undergo before it approved. Following points are important to focus on the upcoming years.

#### **2.2.1. Provide the MPs Capacity Trainings on Legislation**

Providing capacity trainings on legislation is crucial for MPs, and this will take part that the MPs will produce a better and quality laws once increased their understanding and knowledge about how to make an effectively digestion on drafting bills, as well, review and analyze on draft bills, also how to make legislative draft research.

The HoR planned to provide sequence trainings to the MPs on legislative for the next years. this will expand MPs' knowledge about legislation.

#### **2.2.2. Establish A bool of Advisers Office**

To improve work of Parliament. The HoR sees important to hire skilled staff who can add value onto ongoing work. The HoR will establish a pool of experts by hiring a number of advisers who have different education backgrounds and work experiences, as to support the committees, offices of the speakers, office of the secretary general, administrative department and MPs in general. This will make the parliament work effective and increase productivity.

### **2.2.3. improve legislative cycle manual**

Usually when draft Bills are in legislative process, they undergo a cycle before approving it. the existing document of legislative cycle needs enhance in order to accelerate bills process cycle within the Parliament. the HoR will produce an outstanding manual of bills legislative cycle, as well, modernize bills track sheet by developing a new database. Staff and other interesting individuals will easily track status of draft bills – draft bills stages.

### **2.2.4 Develop Glossary of Parliament words, and bills format manual**

As to produce laws in which their legal terminology is matched, we need to develop a written document of glossary of parliament words. All legal Somali words will be written in this document with their agreed meanings.

The HoR will also need to develop a new manual of bills format. this will determine the type of font, size and format would be used to write in the laws. And near future, this will help us to produce matched documents, in terms of their common features, font, size and format.

## **Strategic Direction No. 3: Enhance the HoRs' Oversight and Accountability functions**

In democratic countries, Parliaments fulfill their constitutional duties. Parliament oversight and accountability means holding executive into account to make sure quality of public services, also ensuring how executive spending public funds, and safeguard wellbeing of public assets.

The fifth HoR want to full exercises their constitutional mandates. Therefore, it wants to increase Parliament oversight and accountability over executive, in order to checks and balance other state pillars.

### **2.3. Oversight and Accountability**

Parliaments vary the way they do oversight over executive. But, aim and outcome is similar. In Somaliland Parliament has been practicing oversight functions in last two decades and has been using any possible ways to holding executive to account.

The fifth HoR will do more oversight missions over executive in order to increase Parliament accountability on government. This will allow the MPs/parliament to get more information from executive.

To do effective oversight, the HoR will provide capacity trainings to the MPs on oversight., also, provide necessary logistical support to the committees while conducting oversight missions.

### **2.3.1. Train MPs of the committee(s)**

Committees are important for HoRs' Legislation and oversight functions. it is where major parliament works occur. Therefore, capacitating the MPs are vital for Parliament's effective oversight on government branch, and producing a quality of laws that fit for the citizens.

The current HoR will plan to capacitate the members of the committees during their tenure in order to improve the knowledge of the MPs related to the oversight, therefore, each committee will receive specific trainings on how to conduct effective oversights related to their mandated areas of responsibilities.

### **2.3.2. Committee(s) Inquiries on government officials**

As mentioned in the House Rules of Procedure (RoP), committees have different mandates. and each committee responsible for specific areas to focus on, and government line-ministries, in which closely monitor on their actions. Usually, Committees summon government officials to exam, asked questions related to their responsible offices. this time, the MPs of committees gets information from government officers.

To increase Parliament oversight and accountability role, the HoR will do more scrutiny on government officials. Therefore, the HoR will be engaged the MPs of the committees to scrutinize their government line ministries respectively. this will let Parliament/committee(s) to get more information.

### **2.3.3. Hire Expertise for Committees**

Committees are where major of Parliament work occurs, so that, they need to provide essential things that could make their work better. The HoR will hire experts who have different educational background and work experiences in order to support the House committees while working on draft bills, making oversight missions, or examining government officials. And in the future, the committees work will be fruitful and effective running.

### **2.3.4. Support Committees to Conduct Oversight Missions**

The HoR keen to increase the committees' oversight missions over executive. And it's no doubt, oversights need some sort of logical support. The HoR will attempt to provide committees logistical support while doing oversights.

Its no doubt that budget constrains always hindered and holds back the Parliament to do more work. current leadership of the Somaliland HoR will strive to get more funds for committees as to do more oversight missions.

#### Strategic Direction No. 4: Increase Civic Engagement

In democratic governments, citizen engagement has been, and continues to be, an ongoing process, from the devolution of formal powers and institutions at the outset, it is increasingly about creating new opportunities for communities and citizens to play a more direct role in public decision-making. New forms of citizen engagement are seen as an important addition, not a replacement, to representative democracy.

According to recent result of research conducted by SORADI – private research organization- have found that most of Somaliland societies ( responders) are not familiar with the basic duties of the Parliament, to respond that, the current MPs – the fifth HoR - are keen to engage its citizens to participate in policy-making processes, as to produce a decisions which the public are part in their formations. Also, the HoR wants to increase up the citizens' level of education and knowledge about the parliamentary business by providing education programs, as to get in the future a well-informed citizens (electorates) that at least knows the basic duties and functionalities of the parliament. followings are the steps that the parliament will take in the next five years.

##### 4.1. Parliament Public Outreach Programs

Public outreach programs give the parliament opportunity to meet with the people in the regions, and in remote areas. The people also get a chance form this program to get familiar with their representatives and what they are doing, as well what they have done for them.

The HoR wants to conduct more public outreach programs in upcoming years. Maintaining these programs renders the parliament alive and relevantly functionial. support from the development partners.

A minimum of 20 activities per annum is planned by the HoR.

Presently, budgets to implement this ambition is severely constrained. This is another area development partners can take a hand.

##### 4.2. Parliament Education Programs

Educating citizens with the Parliamentary business- mandates, structure and how it functions- will increase their knowledge and capacity to get involved in parliament events, including legislation processes and other public events.

The HoR wants to conduct Parliament Education Programs, which will be held in the capital and, in the regions. Citizens will benefit from these programs and will learn important lessons about the parliamentary business.

These activities are planned to coincide with parliament recess periods.

Again, financial constraint may derail the process.

#### **4.3. Parliament Open Doors Day**

To inform youth in the universities and recently graduates, the Parliament (HoR) is will organize Parliament Open Doors Day, in which will invite the youth and some members of CSOs, and then teach them lessons about the parliamentary business, which will present by some MPs and senior staff. the aim of the open day is to educate youth and other participants with basic parliamentary business, in order to increase their knowledge about the parliamentary work – including legislative process, MPs representation role and how parliament oversight and holds to account the executive. During this day, participants will tour the different offices of the parliament to get experience and gain knowledge.

#### **4.4. Increasing public consultation workshops**

Public consultation workshops is important tool in which the parliament has been using since 2010. The public consultation workshops give citizens a golden chance to participate and to take part in laws formation during draft stage.

During strategic implementation, the HoR will increase its consultation workshops and will invite more people as to increase chance for the people to participating in legislation process, and produce laws that people have taken part in their formation

#### **3.5. Promote Women and Youth in Political Participation and Legislative Process.**

Women and youth are nearly 90% of Somaliland’s total population, however, they have not role in decision-making of the nation due to reasonable challenges that have been holding them back. Cultural barrier is major challenge that prevented women and youth to participate in politics and decision-making processes.

The HoR will organize forums to promoting women and youth to participate in politics. also, the HoR will attempt to fix legal barriers against women and youth.

### **Strategic Direction No. 5: Increase and Sustain the HoRs’ Relations**

The previous HoR has had a good and healthy relationships with most of Somaliland institutions, it also have a good relationships with some regional governments, parliament,



NGOs, INGOs, UN, and parliament originations..etc. the present HoR is very committed to sustain the current HoR relations, furthermore, increase and look for new relations in order to get access to international platforms – where MPs can deliver their message. The HoR will attempt to knock on every important door whenever possible. The MPs also very keen to take part nation’s efforts to looking for and pursuing international recognition.

### **5.1. Capacitate members of the HoR foreign affairs committees.**

As stipulated in the HoR rules of procedure, every committee has a specific roles and responsibilities to do so. therefore, the foreign affairs, planning and investment is responsible for areas related to its mandate. in order to make the committee work effective the HoR will provide capacity trainings. Also, provide logistical supports whenever they want to go abroad or participate in an international conference or meeting that has advantage to the Parliament and the country.

### **5.2. Build and Enhance relationships with other Parliaments**

The House of Representatives has relations with some African and European parliaments, but in 2018-2022, the HoR will establish new relations, as well as strengthen relationships with other Parliaments, regional organizations and parliamentary associations. Moreover, the HoR will also try to join and become a full member of, and actively participate in, the Inter-parliamentary Union (IPU), East African legislative assembly and Pan-African Parliament. The HoR will initiate a close relation

with the Commonwealth parliamentary Association (CPA), the Forum of Presiding Officers and Clerks (FPOC), and the Institute of Parliamentary Studies.

### **5.3. Develop, Enhance and Sustain relations with International Community-NGO’s**

Over the next five years, the Somaliland House of Representatives will build upon its international development partners and links that have been developed and sustained over recent years. Specifically, the HoR will look to continue its close working relationship with the United Nations Development Programme (UNDP), USAID under SSG project, AWEPA and IRI.

The HoR will increase its effort to gain new partners and links to the international organizations, which provide supports to the parliaments in developing countries. The HoR is committed to establish a new partnership with the Centre for Democratic Institutions (CDI) during the next five years.

### 3.2. The Goals of the HoR SP 2022-2026

The overall goal of this strategy plan is **“to legislative for the people, promote democracy, good governance and peace”** in Republic of Somaliland. as the MPs of the fifth House of Representatives. Somaliland Parliament will be run on principles that will:

1. Emphasize accountability and promote positive relationships among the three branches of state.
2. Seek to ensure that all of the country’s democratic institutions reinforce one another.
3. Establish the independence of the judiciary, the Legislature and the Executive;
- 4.

### 3.3. HoR’s Desired Outcomes

By the end of the implementation of this strategic plan, following will be expected outcomes:

- Strengthened Institutional Capacity to deliver effective and efficiently;
- Enhanced HoR’s Representation and Legislative Functions;
- Increased HoR’s oversight and accountabilities;
- Increased Civic Engagement; and
- Increased and sustained HoR’s relations.

### 3.4. Strategic Objectives and Specific Interventions

Based on strengths, weaknesses, opportunities and threats to parliament, this plan will apply the following strategic interventions to achieve the desired outcomes:

#### Specific interventions

1. Build Strong institutional mechanism for delivery of services to Members and staff;
2. Build better image of parliament;
3. Capacitate MPs and Staff

## Part 4: Resource Mobilization and Risk Management

### 4.1. Resource Mobilization

Resources are critical in the implementation of this Plan. It is important to mobilize adequate resources to the desired outcomes, strategic directions and specific interventions. Parliament’s activities and programmes are funded by public resources and Development Partners. This calls for prudence in resource utilization and prioritization of projects and activities.

It is noted that resource mobilization is not solely about securing additional resources but effectively utilizing available resources. Appropriate deployment of these resources will determine the successful and smooth implementation of the Plan. It is expected that the

Government will continue to finance the operations of Parliament to enable it, discharge its mandate.

It's notable that the Parliament's (HoRs') annual budget are not enough to cover all its plans, therefore, less budget has been major challenge that Somaliland HoR has not yet been overcome, and resulted to hold the HoR back and not fully implemented what it planned in every years. so that, donor communities support is desperately needs and will play critical position in implementation of this plan.

It's remarkable, that the donor communities have been played key role in the implementation of the two previous strategy plans of Somaliland HoR.

#### **4.2. Risk Management**

There are several foreseen risks to the implementation of this Plan. The types of risks include;

- Delivery risks- operational, technological, innovation and strategic risks;
- Reputational risk- unpopular decisions may affect the reputation of the institution;
- Legal risks- The organization may face legal action due to the decisions it takes; and
- Financial risks – Fraud and inadequate accountability for resources deployed.

*(Matrix Table for Risk Management displayed as annex)*

#### **4.3. Sustainability Plan**

The benefits that will be generated by implementing the HoR Strategic Plan 2022-2026 are expected to continue to flow beyond its lifespan. Indeed, the plan has been derived to enable continued effective discharge by HoR of its representative, legislative and oversight responsibilities in a manner that is consistent with the principles of good governance and inclusive democracy, both in short run and long run. This section therefore examines the extent to which the benefits of various activities planned will continue to flow even after the Strategic Plan has expired.

The Strategic plan is expected to impart knowledge and skills to Members and Staff of HoR for effective and efficient execute legislative, representative, oversight and administrative roles.

### **Part 5: HoR SP implementation**

Somaliland HoR conducts its strategy on the basis of a carefully timetabled 'Strategy Cycle' designed to manage the implementation of the activities that will deliver that Strategy successfully at the close of the strategy period in 2022-2026. The SST (Strategy Technical Team) is the 'owner' of the Cycle working in the closest collaboration with the departmental heads.

This successor strategy is a five-year Strategic Plan for the Somaliland House of Representatives for the period 2022-2026. It entails .....objectives and.....sub-objectives (activities) for execution during this period. The accompanying implementation roadmap scheduled activities and inputs with an anticipated year of carrying out the activities.

During this period (2022-2026) the Strategy Support Team (SST) will be the leading the HoR team in the facilitation of the Corporate Work Plan and ensure departments produce their DAWPs. The Director of Planning Department is the overall head of the SST and leads the execution of this plan and reports to the General Executive Secretary on a weekly basis.

Also, on a monthly basis, the SST reports to the Business Committee on the overall progress of the implementation of the Corporate Annual Work plan for each year.

At the end of each year, the SST prepares an annual report and table it in Parliament Strategy execution happens at the Departmental level where tasks are assigned, resources are made available and support is provided by team members. Frequent reporting on progress of tasks, feedback from Department leaders as wells as being accountable to team leaders occurs frequently at the departmental level. These are parts and partial of the mechanism that will be utilized in the implementation of this strategy.

Thus team leaders must be trained to understand their role in implementing this strategy, conduct performance appraisal and clarify reporting lines as to who is accountable to whom and what results are expected from the achievement of each task, input and activity.

The Somaliland House of Representatives Members and staff hope for the best in achieving the objectives stipulated in this Somaliland HoR strategy 2022-2026.

### **5.1. Implementation structure**

The HoR Business Committee, in collaboration with the Technical advisors and the Department of Planning (DP), will ensure the Parliament Strategy Plan is implemented as planned.

The Strategic Support Team (SST) consisted of both (Department of Planning and Technical advisors has the Leading role, where the Director of Planning is the head of the team.

The SST will conduct review of Departmental Annual Work Plans ensuring that Department are properly accountable and report on progress of each objective and activities implemented by each department.

### **5.2. HoR Business Committee**

The HoR Business Committee serves as the policy making body for the Plan and has the responsibility of approving the goals and objectives of the revised Plan. In addition, it is responsible for reviewing and approving the annual action work plans and maintaining oversight of the resources mobilized for implementation of the Plan.

### **5.3. Strategy Plan Technical Team**

Strategy implementation and Evaluation there is established an ad hoc Planning Committee, Technical Advisors and Department of planning. The SST will be responsible for Annual Implementation plan and reviewing progress reports as annually and Quarterly shall prepare and present the progress reports to the Business Committee.

Further, the technical advisors support for formulation of strategy, implementation of annual plans, and cascading development projects from these annual plans that aligned to the strategy from Government financed and donor supports.

### **5.4. Department of Planning (DoP)**

The DoP is responsible for overall planning, coordination of day-to-day activities and management of resources mobilized from development partners for implementation of the Plan. Funds for the Plan from Government are managed by the Department of Finance.

Additionally, DoP shall plan and coordinate technical assistance activities with committees and departments. Furthermore, DoP will manage and account for the basket fund and all other development partners' resources. They will also prepare reports and organize regular reviews with SST and Business Committee and other Ad hoc committees.

### **5.5. Parliament Development Partners Group**

The HoR Development Partners Group (*Planning Committee and department of planning*) is the main forum for coordination of donor and development Government Project in Parliament. The Planning and international relations Committee of the House has the role to establish connections and coordination to the developments project and looking for aid funds to Houses projects from international partners. The Department of Planning has the implementations and fundraising activities of the strategy to international development partner. The department organizes any meetings regarding to the Strategy fundraising and marketing supporting the committee involved.

### **5.6. The Balanced Scorecard**

## **Part 6: Performance, Monitoring and evaluation**

The Plan will be subject to quarterly monitoring through departmental reports to the SST and the subsequent institutional reports to the HoR Business Committee. The heads of departments will generate progress reports, and these will be consolidated into quarterly

reports to SST and further presented to the Business Committee. In addition to consolidation of the quarterly reports, DoP will prepare annual reports Business Committee.

Annual sector review will be carried out and the reports shall be tabled in Parliament, published and disseminated to all stakeholders.

Furthermore, the Plan will provide an opportunity for annual performance assessment of House of Representatives using the Integrated Parliamentary Information System (IPIS) which aims to achieve the following objectives:

- ◆ To evaluate Parliament against international criteria for democratic parliaments; and
- ◆ To identify challenges and priorities and means for strengthening Parliament.

In addition, there shall be terminal evaluation at the end of the implementation period to determine the relevance of the Plan, to which extent the objectives were realized and the challenges that hindered their achievement.

Towards the end of its tenure, the Plan will be subjected to an in-depth evaluation to assess its impact on the Members and staff of Parliament, the institution as a whole. The end-of-programme evaluation will be undertaken by independent consultants or Technical team commissioned by the Business Committee.

An elaborate Monitoring and Evaluation framework will be developed by the SST in collaboration with the other departments in conformity with the Monitoring and Evaluation policy guidelines.

*(Appendix 2. Monitoring and Evaluation Framework)*

#### **6.1. costed Parliament of SL HoR Strategic Plan 2021-2025**

#### **6.2. Appendix: Motoring and evaluation framework of SP 2021-2025**