



\\ Republic of Somaliland //

# Ministry of **Energy and Minerals**

**Five Year Strategic Plan 2023-2027**



# Forward:



HE. Minister - Abdilahi Farah Mohamed  
Ministry of Energy and Minerals  
Hargeisa, Somaliland

I welcome the publication of the Ministry of Energy and Mineral's Strategic plan for the period 2023 - 2027, which outlines the significant work to be undertaken by the Ministry in meeting its mandate, goals and objectives during these 5 years.

The Ministry Strategic Plan 2023 - 2027 endeavors to address issues affecting the Energy and Minerals sectors by providing broad-based strategies that can give it meaningful opportunities to maximize its potential in providing services. This Strategic Plan is a positive step by the Ministry in addressing the underlying challenges facing the Ministry of Energy and Minerals sectors in Somaliland. The Plan will guide The Ministry in the delivery of tangible results to its Stakeholders for the next five years, as well as playing its role in achieving the national goals of Somaliland and Society.

I wish to emphasize that this Plan is a statement of intent. Its key result areas will only be realized if it is effectively implemented. The responsibility for the execution of the strategy's rests with all stakeholders. Special thanks and tribute go to the Government of Somaliland, led by His Excellency Muse Bihi Abdi, Directors of Departments of the Ministry, and staff.

I sincerely thank all those who participated in the formulation of the Strategic Plan for their valuable ideas and commitment. Last, but not least, I wish to commend the effort of the Department of Planning of the Ministry of Energy and Minerals for the determined effort it played in making this strategic plan successful.

# Forward:



Energy and Minerals are the vital force powering business, manufacturing, and the transportation of goods and services to serve the nation. These are the lifeblood of any form of existence as it impacts on all we do and affects our very existence. Therefore, it is essential that we plan for the social dimension of our interface in all walks of life.

In this strategic plan, special focus will be given to the interrelation of Energy and Minerals with the Somaliland society. In this regard, we will increase our intervention programs with community formations, especially in terms of training and development, public awareness campaign in renewable and clean energy, as well as job opportunities within the energy and Minerals sectors.

A particular focus will be given to inter-governmental relations, which leads to the attainment of Government's National strategic objectives. The Ministry will increase its Public Participation Programs with community formations, especially in terms of awareness, consultation, and training in all fields under its domain. Special focus will be on creation and uptake of job opportunities within all sectors.

We will improve our stakeholder management and collaboration in a manner that will ensure popular understanding of energy, petroleum and minerals issues, thereby enhancing the sustainability for the benefit of all Somaliland people. We will continue to play our role as a partner in regional, continental and international structures by initiating and operationalizing bilateral and multilateral agreements.

Thanks to all of those who contributed in this effort.

Vice Minister: Mr. Said Ahmed Jibril  
Vice Minister-  
Ministry of Energy and Minerals  
Hargeisa, Somaliland



Director General,  
Ministry of Energy and Minerals  
Hargeisa, Somaliland

## Acknowledgment:

The Ministry of Energy and Minerals takes this opportunity to sincerely thank all those who participated in the formulation and validation of the Strategic Plan 2023-2027. We, in particular, would like to express our appreciation to all the stakeholders - from government institutions, Non-Governmental Organizations (NGOs), private sector, local communities and our Development Partners who accepted to meet with the consultants and the planning team and freely shared their ideas and inputs.

Particular thanks and appreciation also go to the local consultants from Horn Africa Consultants Frim (HACOF) Mr. Abdillahi Mohamed Hersi and Mustafe Farah Miigane for their dedication and commitment demonstrated during the assignment and the excellent work done.

Finally, sincere thanks to all staff of The Ministry, Department of Planning in particular with Director of Planning Muna Abdullahi Mohamed for your various contributions to the development and finalization of the Strategic Plan in the Ministry of Energy and Mineral.



## Executive Summary:

The Ministry of Energy and Minerals (MoEM) was formally created in 1993 by combining the Ministry of Minerals and the Ministry of Water, calling it the Ministry of Minerals and Water. In 2015 it was separated again and adding the Energy with the Mineral and Petroleum Sectors. The Ministry is, therefore, of fairly recent origin when compared to other government ministries who continued with same mandate throughout the period of their existence.

The creation of the new Ministry (MoEM) brought together previously separate and independent agencies, and in the process, it inherited two distinct activities namely, the energy, minerals and Petroleum. Consequently, there was no comprehensive and integrated framework to guide its work; and hence the need for a new and more holistic Strategic Plan became a necessity. This is the first Strategic Plan endeavored by the Ministry since its establishment in its current format



# Situational Analysis and Diagnostics:

From the situational analysis/diagnostics of the three technical sectors under the Ministry as well as the findings of the institutional capacity assessment of the Ministry, and drawing upon the comprehensive stakeholder consultations, five overarching themes emerged that informed and formed the basis for the development of the Strategic Plan, namely:

- Legislation and Policy Frameworks: ensuring that adequate policy and legislative frameworks are in place is vital for the development and management of the country's energy, and mineral sectors.
- Service delivery: energy, minerals and petroleum including geology services and have a direct impact on life and livelihoods of citizens, as well as the economy of the country in general, and need to be substantially improved.
- Communication, awareness raising and partnerships: given the large number of stakeholders involved in the ministry activities, the communication gaps that exist giving rise to misunderstandings, and the absence of communication strategies to work with partners, it is of critical importance for the Ministry to design, implement and monitor a communication and partnership strategy.
- Adequate and re-tooled organizational structures and systems: along with policy frameworks, the analysis has clearly demonstrated the need for the Ministry to design new and innovative institutional models, and upgrade systems such as Monitoring & Evaluation (M&E), and the position of Geology as a section in order to carry out its mandate more efficiently and effectively.
- Skilled and well managed human resource base: given the complexity of the sectors and
- their technological requirements, as

well as the need for expertise in areas such as technical reports and complex contracts negotiations, it is of vital importance for the Ministry to have staff with the right skills mix appropriate to its mandate.

## ***The Strategic Plan Framework:***

The plan framework provides a holistic view of the work of the Ministry for the period 2023-2027. It integrates the vision, mission and mandate of the Ministry into a framework that includes a goal, strategic objectives, outcomes and outputs. In view of this, the vision of the broader Energy and Extractives sector is to contribute to social and economic development through the sustainable utilization of the country's energy, minerals, and petroleum resources as well as delivering on the associated objectives of the Sustainable Development Goals (SDGs).

## ***Guiding Principles:***

The Strategic Plan 2023-2027 is guided by the following principles:

### ***a. National Ownership and Leadership:***

Foster national ownership and leadership of the country's Energy and Mineral resources for the benefit of citizens and safeguard national interests in the development and exploitation of these resources;

### ***b. Participatory:***

Ensure full participation of all stakeholders in plan implementation;

### ***c. Transparency and Accountability:***

Promote full transparency in the development and exploitation of the energy and Mineral resources in order to strengthen accountability;

### ***d. Equity:***

Ensure that all citizens benefit from and can fully participate in the development and exploitation of these resources;



***e. Gender mainstreaming:***

Integration of a gender perspective into the preparation, design, implementation, monitoring and evaluation of policies, regulatory measures and Ministry programs, with a view to promoting equality

***f.Environmental Compliance:***

Ensure that the highest environmental standards are observed in the development and exploitation of these natural resources, while also implementing effective social and environmental safeguards to mitigate adverse impact on local communities and their livelihoods, and the overall environment;

***g. Partnership:***

Advocate and promote mutually beneficial partnerships in the development and exploitation of the energy and Mineral resources.

***h. Effective and efficient service:***

deliver Services that are characterized by exceptional and effectiveness and efficiency ensuring the ensuring is able to fulfill its responsibilities seamlessly and proficiency

***Vision, Mission and Mandate:***

***Vision:***

To sustainably exploit Somaliland's energy, minerals and petroleum resources to contribute country's the economic development for the benefit of all Somaliland people by 2030.

***Mission:***

To establish, direct and promote the sustainable utilization of Somaliland's energy, minerals and petroleum resources through the development and implementation of policies and strategies that guide, regulate and coordinate the work of government and all other stakeholders

***Mandate:***

The use of energy, petroleum and mineral resources (including geology) as a stimulus for economic growth, employment and sustainable development; the efficient and sustainable harnessing of hydrocarbon and mineral potentials as well as the availability of reliable, adequate, affordable and sustainable energy supply to power the economy of Somaliland.



Republic of Somaliland  
Ministry of Energy and Minerals (MoEM)

# Chapter 01” Background:

of Ministry of Energy and Minerals (MoEM)



# Ministry of Energy and Mineral

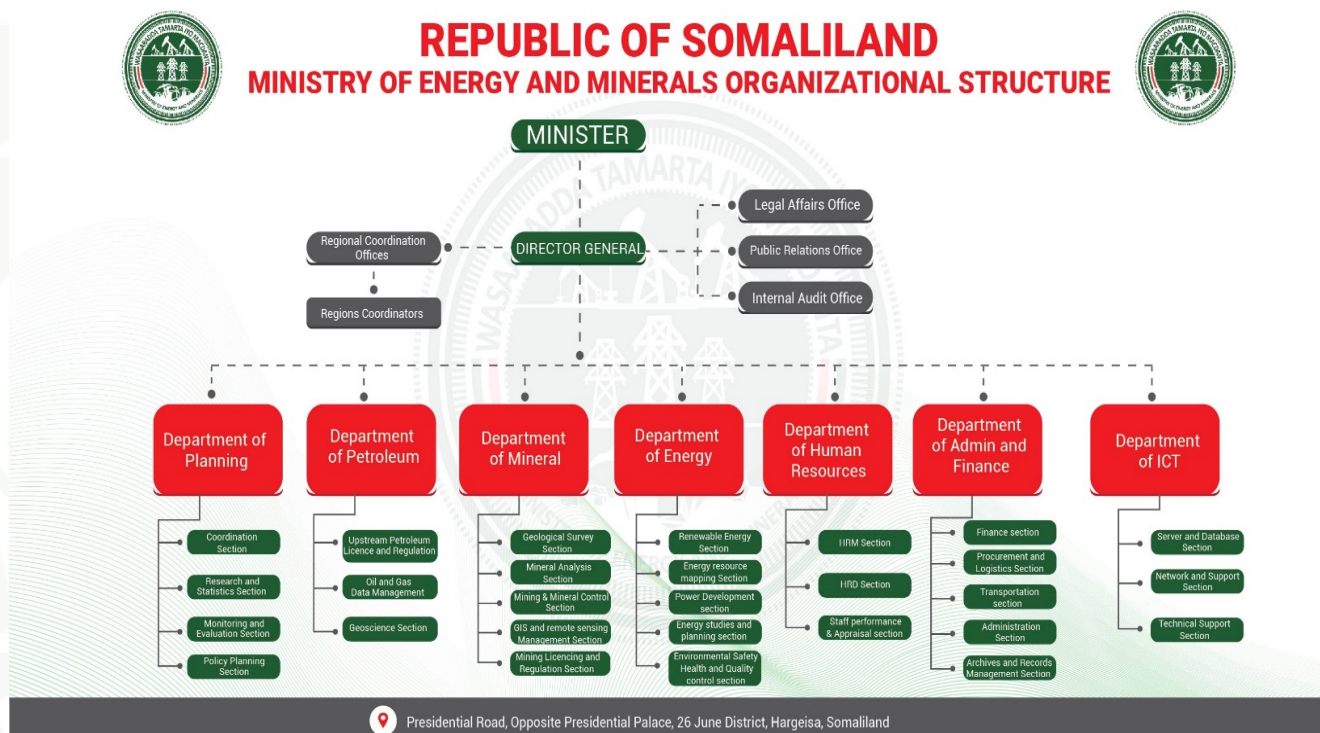
## 1.1. Background:

The Ministry of Energy and Minerals (MOEM) was formally created in 1993 under the name of the Ministry of Water and Mineral Resources. In 2010, the Ministry was separated into two distinct Ministries, the Ministry of Energy and Minerals and the Ministry of Water Resources. In 2015 the petroleum directorate was added to the structure of the Ministry to lead the petroleum explorations in Somaliland. Under the Law on the Delineation of the Organization of the Government and of Independent Public Bodies – Law No. 71/2015.

The main functions of the ministry are to develop and implement strategies, policies and legislation to create and support an enabling environment to attract investment in the development of Somaliland's petroleum and mineral resources and promote and monitor the development of the country's energy sector. Regulate, monitor, evaluate and manage the activities of energy, mining and oil companies operating in Somaliland to ensure the resources are developed and exploited in a sustainable and responsible way also to Facilitate, coordinate, and monitor initiatives by international, national and sub-national stakeholders in the Energy, Mining and Petroleum sector. Based on the approved structure of the Ministry, below is the organizational structure of the Ministry:

Since the creation of the Ministry of Energy and Minerals, there was no comprehensive and integrated framework to guide its work; and hence the need for a new and more holistic Strategic Plan became a necessity. In so doing, this Strategic Plan of 2023-2027, will be the first of its kind prepared by the Ministry and for the Ministry.

This document, therefore, sets out the strategic objectives for the Ministry of Energy and Minerals for the period of 2023-2027, and it also articulates how the objectives will be achieved. In addition, the Strategic Plan is intended to deliver on priority interventions of the National Development Plan (NDP-III) 2023-2027 which aims at:





*“A sound energy sector will stimulate economic growth, social development, intensive agriculture, industry, mining, etc. In view of this, the vision of the broader Energy and Extractives sector is to contribute to social and economic development through the sustainable utilization of the country’s energy, minerals, and petroleum resources”.*

## 1.2. Energy



Energy is a key to modern economic activities. It is often regarded as one of the main enablers by businesses in the country. The growth and expansion of industrialization relies heavily on the success of government and stakeholder interventions in the Sector. As there is no national grid, integrated distribution network or transmission system, all of Somaliland’s power generation is produced close to its point of use. Almost all power generation and distribution systems are owned and operated by private Energy Service Providers (ESPs). In this context, it should also be noted that power generation, distribution and sale are done by the same provider.

In Somaliland, the Ministry of Energy and Minerals (MoEM) has the responsibility for Somaliland energy sector policy, regulations and oversight. Due to the absence of public infrastructure, individual business people invested standalone generators to provide electricity for their business and families. These generators then expanded the services to the neighborhoods to sell the excess electricity which eventually span into private companies generating and selling electricity informally. The current operation of the electricity sector in Somaliland is 100%

owned by the private companies known as ESPs with a set-up of a vertically integrated system meaning they generate, distribute and collect their revenues entirely and independently.

The presidential decree 2016 and the subsequent Law on the Delineation of the Organization of the Government and of Independent Public Bodies – Law No. 71/2015) has mandated that the Ministry has the overall responsibility of energy sector. Pursuant to the Somaliland Energy law, the Somaliland Energy commission (SEC) with the mandate to independently regulate the sector was created. The limited knowledge about the sector has derived limited budgets from the government and academia producing low number of human resources to participate in the sector workforce.

As a result, it has hosted the duplication of infrastructure, technical and commercial losses (40%) beyond international energy sector standards, and dozens of operators existing across the regions. Somaliland have one of the highest electricity tariffs per kWh (rates vary from \$0.39- \$0.80). Compared to the neighboring countries including Ethiopia where the electricity is USD0.06 per



kWh, Kenya USD14kWh and Djibouti of average USD0.32kWh (Global Energy Report). The total installed capacity of Somaliland is currently estimated to be around 80MW-150MW in the major load centers (Somaliland National Development Plan III). On average 80+% (UNFPA-The Somaliland Health and Demographic Survey 2020) of the urban population has access to electricity, whereas for rural population its estimated to be 21%+ (UNFPA-The Somaliland Health and Demographic Survey 2020); the average rate on guesstimate being 50% (UNFPA-The Somaliland Health and Demographic Survey 2020) of population or less than having access to electricity in Somaliland.

The country's main energy mix is heavily dependent on biomass and imported petroleum. Biomass accounts for about 85% of domestic energy needs and remains the primary source for (cooking and heating), it's also the main source of income for many farmers and pastoralist that earn in the charcoal/firewood trading market. Consequently, the environmental destruction and the rate of deforestation is unsustainable which further exacerbates droughts, floods, and poor vegetation growth; currently known to be Somaliland's largest challenge both socially and politically. To even further express the reliance of imported fuels private companies, generate electricity from the high-speed diesel generators. Even though they are small in percentage (6.9% of high income generating urban homes) use liquefied petroleum gas (LPG) for cooking, as efforts were made to increase awareness in the last years.

A preliminary analysis of the country's renewable energy potential is one the best, for instance the Somaliland average wind speed is around 10 - 11 m/s, ranking this to be one of the best onshore wind power potentials in Africa, and the solar radiation is believed to be some of the best worldwide with irradiance of 6kwh/m<sup>2</sup>/day. Recently it was developed that the country may have enough geothermal potential as pre-assessment was conducted. the temperature of the surface water measured in a location called Gaha in Sahil region was about 60 degrees Celsius. The renewable energy resources of the country have the potential to transform the elec-

tricity generation which currently heavily depends on imported diesel with many positive outcomes such as, an increase on energy security and dramatic tariff rates reductions.

The Ministry have taken several initiatives to develop and establish an enabling institutional and legal framework to foster increased investments in the sector and operations efficiency. The Government has prepared the National Development Plan (NDP III) for the period 2023 to 2027. The key priorities include the development of regulations to enable private sector investment in Renewable Energy and Rural Electrification. The Ministry also developed and endorsed the temporary construction of distribution guidelines. The Ministry is currently working the amendment of the Electrical Energy law No 81/2018 to fill in the gap and the initiation of Electricity Supply Industry (ESI). The Commission is currently working to draft regulations.

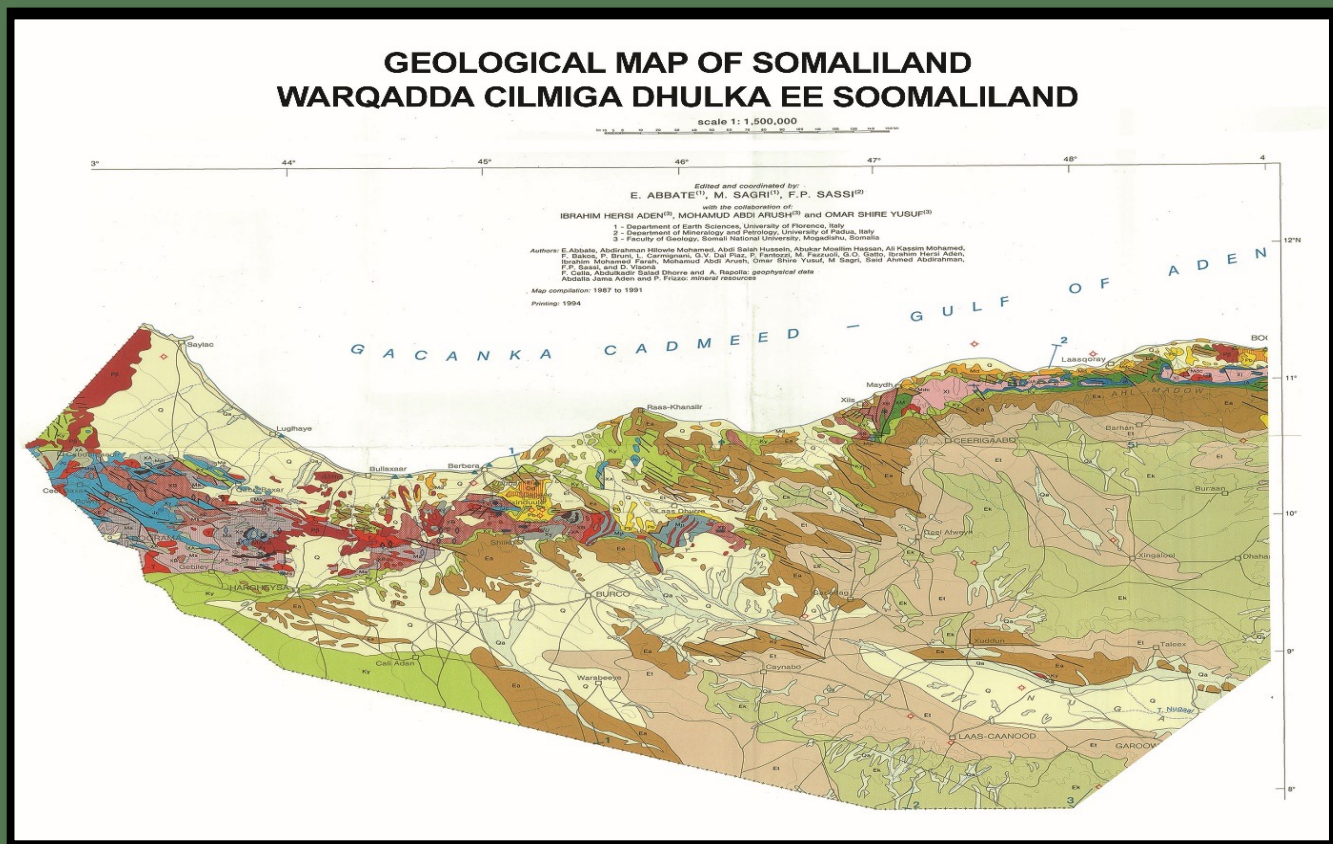
A Power Sector Master Plan (PSMP) was adopted in 2019 which sets priorities and sequencing investment in generation, transmission and distribution over a period of 20 years phased into short, medium, and long-term plans. Additional medium-long term actions to develop the electricity sector include:

- (i) Analytical work building on existing wind resource studies and implementation of pilot projects,
- (ii) Undertaking a reconnaissance study of the geothermal perspective,
- (iii) Implementation of a least cost integrated energy plan,
- (iv) Development of an electrification strategy,
- (v) Establishment of a national grid,
- (vi) Increasing renewable energy generation,
- (vii) Increasing electricity access, and
- (viii) Reforming private sector participation.

Further, the Government of Somaliland is planning to be an active member of the Horn of Africa Initiative and a prospective member of the East Africa Power Pool (EAPP). These regional initiatives could support the coun-



try in infrastructure access expansion through regional schemes for affordable connectivity including re-building the physical infrastructure, among which is regional power trade initiatives all which could foster access to adequate, diverse, and affordable electricity supply.

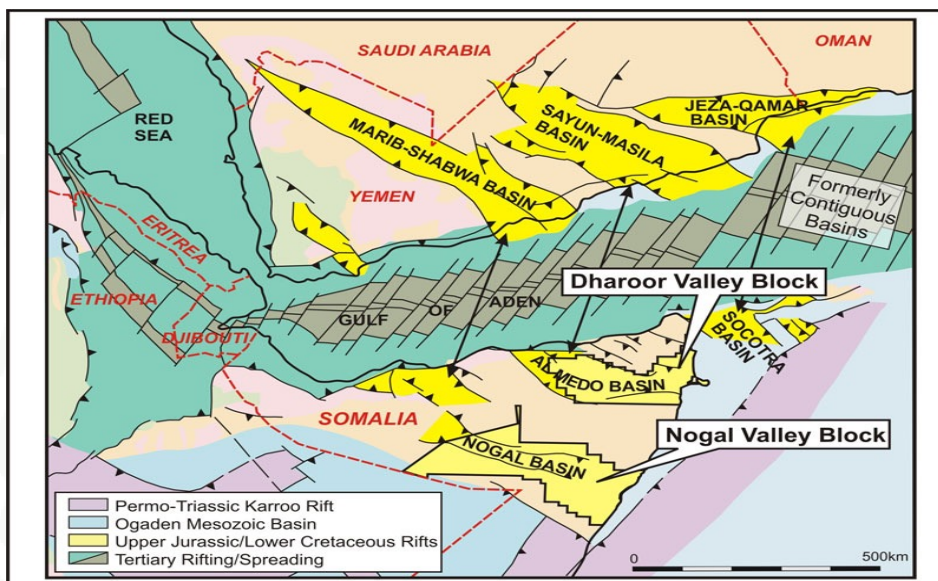


### 1.3. Minerals

Mining and Minerals Sub sector can play a critical role in the economic development, attracting investment and employment generation in the country. The demand for various metals and minerals will grow 4-5 times over the next 15 years (9-12% growth per annum) against a backdrop of globally dwindling and increasingly scarce resources. Somaliland is part of the highly productive Mozambique belt and has even greater potentiality in minerals. Somaliland basement is part of the Mozambique organic belt which is the source of the gemstones in Kenya, Tanzania, Sri-Lanka, India and Madagascar. From 2020, the Ministry carried out mineral exploration for total potential areas 2053km<sup>2</sup> which is equivalent to 6% (NDP III Situational Analysis) of total basement areas of 30,000km<sup>2</sup> which the rocky part of the Country. The mineral subsector needs to prepare for facing the challenges in view of increasing demand and reducing resources world over. Development of the mineral's potential could also help

in mainstreaming the local communities by sharing the economic benefits of mining related activities with them in a fair and equitable manner through mechanism that give them consultations and enable them to adopt changes at a pace of their consulting. The mineral Subsector can potentially change the situation by providing much needed employment and infrastructure creation needs. The Somaliland average and a similar comparison in other countries indicates the strategic need to unlock the potential of the mineral and mining subsector.

The The Ministry conducted extensive work on developing the regulatory framework for the mining subsector. The Ministry drafted the Somaliland Mining Code, approved and signed off by the parliament and the President in 2023. The Ministry has developed an effective and comprehensive community engagement programme prior to and during the exploration activities



#### 1.4. Petroleum

Somaliland has a favorable geological setting for Hydrocarbons. Berbera basin is the continuation of the Bahaf area. The geology of Somaliland is very similar to that of Yemen as the two sides of the Gulf of Aden were only separated during Miocene (around 30 million years). Reconstruction of the Arabian Plate to the position before the opening of the Gulf of Aden shows that the southern Yemen productive basins extend to Somaliland. Major sedimentary basin, source and reservoir rocks, structural and stratigraphic traps are all of a good indication that there are a large oil and gas accumulation in the Somaliland basin. When it comes to hydrocarbons, Somaliland is one of the few highly potential yet underexplored areas in the globe.

The existence of oil and gas in Somaliland was known since the beginning of the last century, through oil seepages in several parts of the country confirming working petroleum system. It is only the finding of the big structures and the discovery of commercial accumulations that has so far eluded the limited and intermitted exploration and the small number drilling over that length of time. The stratigraphy of the two countries compares very well and Somaliland has numerous basins with the potentiality of containing commercial hydrocarbons. The petroleum system of Somaliland consists of high-quality source rocks of various ages, reservoir units of both clastic and carbonates as well as ex-

cellent sealing rocks. The trapping mechanism is dominated by extensional tectonic structures of rotated fault blocks and related ductile deformations.

The petroleum exploration interest of the country started in 1912 when an oil seep at Dhagah-Shabel, 38 km south-east of Berbera, was reported. In 1959 Standard Vacuum (Mobil and Essa) drilled three wells (Dhagah Shabel-1, -2, and -3) near the Dhagah Shabel oil seep, without the aid of subsurface control. Two of the wells recovered small amount of free oil {33.6 API} from the Wanderer limestone {Upper Jurassic} and Nubian sandstone {Upper Cretaceous}. This is believed to be sourced by the high quality Upper Jurassic Dhaghani shale. Interest in oil exploration recommenced in the late 1970s and, in 1980s, Somaliland witnessed a huge boom in oil exploration activities triggered by Yemen Oil discovery; where Conoco, Chevron and GECO entered the country and won oil concessions. In those same years Quintana Oil Company and Hunt Oil Company conducted a detail exploration programme which included an aeromagnetic survey and a seismic programme over onshore blocks 32 and 35. From 1986 to 1990 Conoco Oil Company carried over 4000km of 2D seismic survey in area within their old blocks which covered almost 98,700km<sup>2</sup>, in Nugal basin of Sool and Togdheer regions of Somaliland.



### **1.5. Purpose and Rationale of the Strategic Plan**

Given the context described above, the purpose of the Strategic Plan is to provide a coherent and integrated framework to guide the work of the Ministry over the next five years and to strengthen accountability and delivery of results in the sectors under the Ministry. The Ministry is mandated with overseeing the sustainable development and exploitation of geological, minerals, energy and petroleum resources which, are poised to play a fundamental and critical transformative role in the socio-economic development of Somaliland.

The Strategic Plan, aims to provide greater clarity for the many and diverse stakeholders in the sectors concerned –correspondent ministries, Parliament and key partners, including the private sector and investors– on the broad strategic directions of the Ministry, in order to strengthen partnerships and collaboration, as well empower stakeholders to play their respective roles in its implementation.

### **1.6. The Strategic Plan Formulation Process**

The development of the Strategic Plan was undertaken as an inclusive, participatory and rigorous sector-wide process. The consultations targeted stakeholders in the energy, petroleum and mineral including (geology). Government institutions and private sector were all engaged to solicit their views and inputs. A consolidated list of all stakeholders/ institutions consulted is presented in the Annex 1.

The Ministry undertook a comprehensive sector documents review at a national level. (Annex 2). Specifically, Strategy plan development involved the following processes and phases:

- Inception period
- Consultations
- Visioning and Strategic Plan Design
- Institutional Capacity Needs Assessment Attach in the Annex summery report
- Validation
- Finalization and Submission

The details of each of the foregoing phases and instruments/tools used are further elaborated in Table 1 below which sums up the objectives and outputs for each phase.

Table 1: Objectives and Outputs



Republic of Somaliland  
Ministry of Energy and Minerals (MoEM)



# Chapter 02''

## Situational Analysis and Diagnostics





## Situational Analysis and Diagnostics

The Strategic Plan development of the Ministry for 2023-2027, required rigorous and objective diagnosis of the situation obtaining in the relevant areas of Governance, Technical sectors and the Support departments, in order to identify key challenges and issues to be addressed. Accordingly, this chapter presents a detailed diagnostic overview of the relevant sectors under the sphere of the Ministry. This was done through review of relevant sector documents and stakeholder consultations. The chapter also presents the results of a comprehensive institutional capacity assessment of the Ministry and recommendations on how to address the capacity gaps identified.

### Overview

The Energy and Extractives sector is critically important for Somaliland's economic development and is represented under pillar One (Economic Development) of the National Vision 2030 which envisions a stable, democratic and prosperous country where the people enjoy a high quality of life. In this sense, the vision for the broader energy and extractives sector is to contribute to social and economic development through the sustainable utilization of the country's energy, minerals, and petroleum resources.

### Energy

Energy is key to modern economic activities and is often regarded as one of the main enablers of business in Somaliland. The growth and expansion of industrialization relies heavily on the success of government and stakeholder interventions in the energy sector. As there is no national grid or transmission system, all of Somaliland's power generation is produced close to its point of use. Only local level distribution systems operated by private Energy Service Providers (ESPs) exist. In this context, it should also be noted that power generation, and distribution are done by the same provider, and that the unbundling of these activities is generally considered to be an important prerequisite to improve electricity provision in the country. Despite the challenges, recent investments by various actors, particularly in renewable energy investments, and policy and legal reforms have improved energy sector. Key priorities are to increase efficiencies, provide better regulation, introduce a dynamic tariff pricing mechanism, and continue to invest in technical skills and infrastructure.

#### 2.2.1. Policy and Legal Reforms

The energy industry in Somaliland is dominated by the private sector as the government continues to create the enabling environment for them to thrive. An electricity law and secondary regulations developed to establish a governing framework for supplying electric power to consumers. Various legal and policy reforms finalized. Key among these are:

- The Somaliland Electrical Energy Act 81, 2018
- The establishment of the Somaliland Energy Commission pursuant to the Electrical Energy Act, 2018
- The Somaliland Power Master plan, 2019
- The Somaliland Energy Policy, 2010

The amendment of the Electrical Energy Act and the review of energy policy is currently ongoing along with the development of the Electricity Supply Industry.



### 2.2.2. Access to Electricity

Investments by the government, development partners, and the private sector significantly increased access to electricity across the country. On average 80+% of the urban population has access to electricity, whereas for rural population its estimated to be less than 21%+ (UNFPA-The Somaliland Health and Demographic Survey 2020); the average rate on guesstimate being 50%+ of population or less than having access to electricity in Somaliland. While these figures are below the NDP II targets of 85 percent for urban centers and 35 percent for rural centers. The progress is impressive given the 2017 starting point of 77 percent for urban households and 17 percent for the rural areas (NDP II estimates).

### 2.2.3. Affordability of Electricity

Affordable and reliable electricity is a key enabler for domestic production and economic growth, however, access to clean, affordable, safe, and reliable energy continues to be a significant constraint to enterprise development and service delivery in Somaliland. Therefore, the government made efforts to reduce the electricity price in the last five years. The general reduction in electricity tariffs over the last five years is significant for increasing affordability. The average tariff reduction is estimated to be around 35 percent across the assessed major towns (Badhan, Borama, Budhogle, Burao, Gebiley, Sheikh, Berbera, Erigavo, Lasanod, and Hargeisa). However, the tariff reduction is not uniform across communities. The recent increase of the fuel price caused unincrease of the price of electricity in the major towns of Somaliland from an average US\$0.5 to US\$ 0.73.

Relatedly, the losses affected consumer prices and energy affordability. Technical losses have reduced drastically, as reported in a 2020 losses study, from 40 percent (government estimation) in 2016 to approximately 32 percent in 2020. The reduction in inefficiencies is crucial for a thriving energy sector, especially as a private sector dominated industry. As there many challenges including the Covid-19, the government did not conduct loss study, however, it is one of the main priorities to conduct loss study during the Strategic period 2023-2027. The Government invested new renewable energy

components to expand the generations' capacity of the ESPs with the support of the UK government through FCDO. The government also developed construction guidelines for the power distribution system, while the other hand ESPs have also invested in new distribution systems that contributed to the reduction of the losses. Lessons learned in the losses study continue to be relevant as the sector moves forward and requires to be considered in the Strategic Plan 2023-2027.

### 2.2.4. Renewable Energy

The proportion of energy provision using renewable energy sources is estimated to be 16.2 percent (data of the Department of Energy compiled as shown in the below table), which exceeds the NDP II target of 10 percent. The total estimated renewable energy capacity installed in the country is 24.4 MW out of a total capacity of 150 MW. This is a conservative estimate, as there are many small renewable systems that have been installed by private businesses, public institutions, and households (both rural and urban), that are not factored into this estimate. Target of investments in renewable energy technology, infrastructure, and research for NDP II was estimated. In 2021, mainly due to multiple collaborations with partners, the total amount invested surpassed the US\$30 million target of NDP II. By the end of 2027, the total amount investment is expected to increase drastically.



Table 1.1 Overview of Renewable Energy Installed Capacity in Somaliland by Energy Service Providers (ESPs).

	ESP	LOCATION	X-2018 (KWP)	2018 -2019 (KWP)	2019-2020 (KWP)	2020 -2021 (KWP)	TOTAL
1	Heco	Burao	1000	500	500		2000
2	Lesco	Lasanod	720				720
3	Sompower	Hargeisa			4000		4000
4		GABILEY		350			350
5	Aloog	Borama	300	400			700
6	Badhan Electricity Company	Badhan		270			270
7	Beder Electricity Company	Sheikh		200			200
8	Sepco	Erigabo				1000	1000
9	Berbera Electricity Company	Berbera				8000	8000
10	Telesom	Hargeisa				1500	1500
11		Borama			700		700
12		Gabiley				400	400
13		Wajaale				140	140
14		Buhoodle		150		200	350
15		El-Afweyn				100	100
16	National Electric	Hargeisa				1000	1000
	Total		2020	1870	5200	12340	21430

Table 1.2 Overview of Renewable Energy Installed Capacity in Somaliland (Captive Power)

	INSTITUTION	LOCATION	X. 2018 (KWP)	2018 - 2019 (KWP)	2019-2020 (KWP)	2020 - 2021 (KWP)	TOTAL
1	Erigabo Hospital	Erigabo			43		43
2	Lasanod Hospital	Lasanod			70		70
3	Hargeisa Group Hospital	Hargeisa	24				24
4	Ministry of Information	Hargeisa	500				500
5	Ministry of Energy	Hargeisa	30				30
6	Presidential Palace	Hargeisa	30				30



7	Salahley	Salahley				38	30
8	Shaaba?	Boorama			180		180
9	Street Lights	Nis Project Sites			79.8		79.8
	TOTAL		584		372.8	38	956

Table: List of Energy Projects

Project Title	Location	Donor/Investor	Amount	Status
Energy Resource Efficiency Somaliland	All Somaliland Regions	Funding originally came from DFID's <sup>1</sup> central International Climate Finance (ICF) allocation and was then included in the Foreign, Commonwealth and Development Office (FCDO).	£20m	Completed
Somaliland Energy Transformation	-	European Union (EU)	USD3m	Completed
Somaliland Power Sector Development Master Plan		MPF Donors: EU, UK, Germany, Sweden, Norway, Denmark, Switzerland, Somali Peace Fund, Finland, USA, Italy		Completed
Somaliland Electricity Access Project	All Somaliland regions	World Bank	USD2.6m	Ongoing
Berbera 7MW Solar PV project	Berbera	funded by ADFD (UAE)	USD7.8m	Completed
Somaliland Electricity Sector Recovery Project	All Somaliland Regions	World Bank	USD50m	Ongoing
I Stand project	Eastern Regions	NIS Foundation	USD2.6m	Completed
Renewable Energy and Adaptation to Climate Technologies Sub-Sahara Africa Program	All Somaliland Regions	Funded by SIDA	USD2.5m	Ongoing
African Mini-grid Project	All Somaliland Regions	GEF/UNDP		Pipeline



### 2.2.5. Household Energy

Household energy consumption in the Somaliland accounts for more than 80% of the energy demand. The household energy sources in the urban areas are mainly derived from charcoal, which is used for various activities at the household level such as cooking space heating, and ironing, and accounts for the largest component of the overall household energy consumption. Similarly, firewood is used in the rural areas.

There are various types of traditional cook-stoves used by the in the household, these include:

- The three (3) stones known locally as “Dhardhaaro”;
- The Traditional metal stove made locally by the blacksmiths.
- In addition to the above, there is also the improved special stove “Jikokua”, manufactured in Kenya by the BURN Manufacturing Co.

According to a study performed by the Ministry of Pastoral Development and Environment of Somaliland (MPD&E) published in 2004, it was estimated that the charcoal supplies are as high as 93,000 sacks per month to Hargeisa town alone in 2003. As a rule of thumb, if this is taken as the base and added all the other main towns in Somaliland, the total [fuel wood] consumed in The Somaliland at 651,000 sacks per month, with a market value of about Sl.Sh. 78,120,000 (2023 prices). In light of the above, Government has shifted policy towards the promotion and the use of alternative sources such as Liquefied Petroleum Gas (LPG) in line with the sustainable management of the natural resources base of the country.

Despite being such a significant contributor to the energy [mix] in The Somaliland, the household energy sector is the least regulated and there are several institutions and Ministries involved in regulating different parts of the value chain. The Ministry of Energy and Minerals, and Ministry of Environment are directly involved in the fuel

wood regulation. The Forest Act is in place to help in the regulation but there is need to establish strong and effective coordination between the two Ministries in terms of fuel wood monitoring and regulation. To implement aspects of the regulations, effective alternatives must be identified and implemented to curtail rapid exploitation of the national woodland cover.

### 2.2.6. Challenges of the Energy Sector

Significant efforts are underway to transform the Energy subsector, but these efforts require

adequate human and financial resources with core competencies and skills, effective inter-agency

collaboration as well as public-private partnerships. Some of the key challenges that affect

the energy sector includes:

- a. Limited financing options due to inadequate credit facilities and low investment in the
- Energy Sector which negatively impacts on the quantity and quality of energy production;
- b. Non-competitive remunerations, schemes and conditions of service to attract and retain
- highly qualified professionals and technicians;
- c. Poor physical infrastructure e.g. generation, distribution, equipment, machinery and other
- supporting infrastructure;
- d. Lack of international recognition that hinders investor confidence in the energy sector;
- e. Limited research & development (R&D) on renewable energy and energy efficiency
- technologies;
- f. Heavy reliance on imported petroleum products to meet the country's energy needs
- g. The fuel cost for energy generation in the country is high.
- h. Installed generation capacity is inefficiently used. Nearly 90 percent of generation is derived from HSDGs.



Due to the lack of sector regulations and limited capacity of ESPs to invest in the equipment required to synchronize existing HSDG units. Most of the existing installed generation capacity is not being used efficiently.

- i. Diesel fuel waste, increased pollution, performance degradation, and shorter HSDG lifespans) is widespread.
- j. High rate of electricity tariff.
- k. High speed Diesel Generators produce tons of carbon dioxide
- l. Limited human resource capacity. A shortage of operations and maintenance (O&M) staff is one of the major challenges of the energy sector in Somaliland
- m. Technical and Non-Technical Losses.

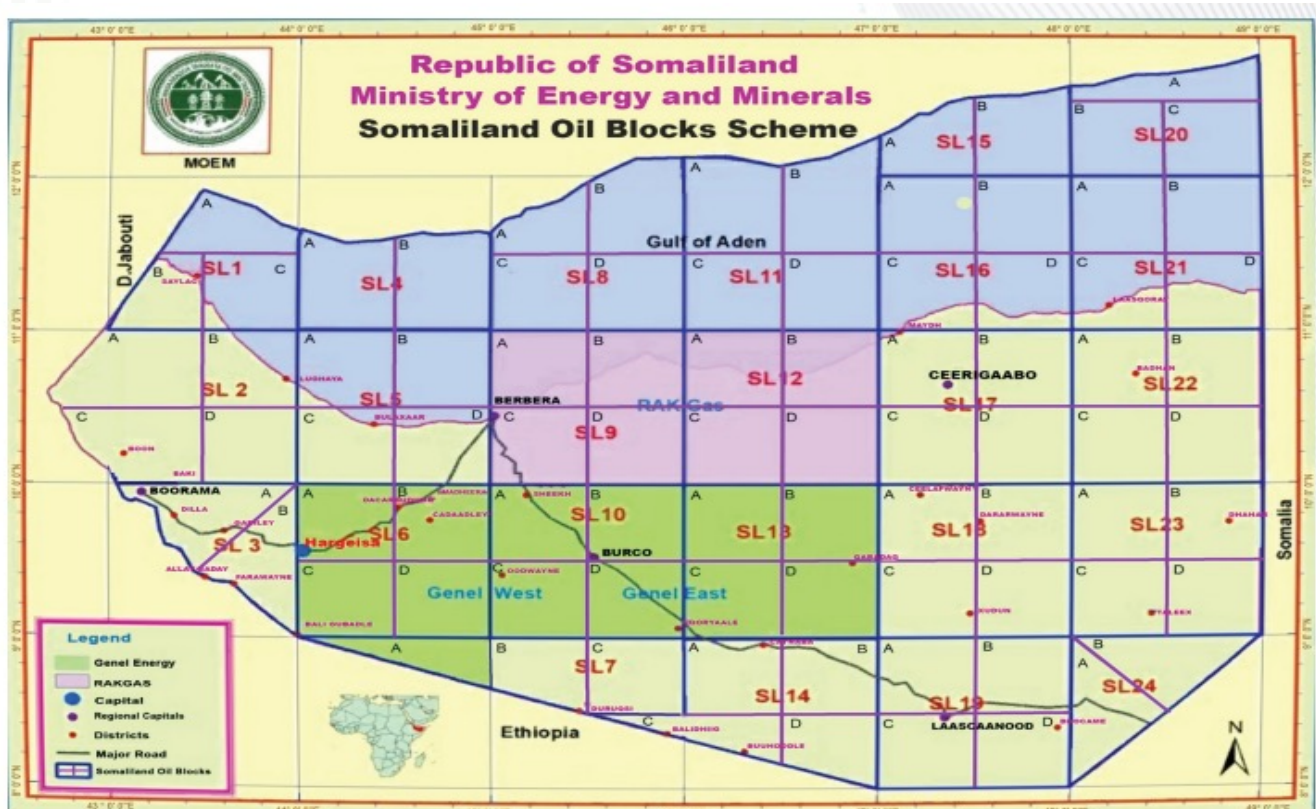
The Strategic Plan presented in this document will seek to address these challenges, whilst at the same time recognizing the long-term perspective needed to tackle them.

### **2.3. Petroleum**

Somaliland's Petroleum Sector consists of two sub- sectors; upstream and downstream sub-sectors. An overview of these sub-sectors and analysis of the main challenges faced are described below. Upstream refers to points in production that originate early on in the processes. It is also called exploration and production (E&P). Upstream activities include exploration, drilling, and extraction. The downstream sector is the refining of petroleum crude oil and the processing and purifying of raw natural gas, as well as the marketing and distribution of products derived from crude oil and natural gas.

#### **2.3.1. Upstream**

Somaliland is one of the few highly potential yet under-explored areas in the globe. The existence of oil and gas in Somaliland was known since the beginning of the last century, through oil seepages in several parts of the country and it is only the finding of the big structures and the discovery of commercial accumulations that has so far eluded the limited and intermitted exploration and the small number drilling over that length of time, The Ministry of Energy and Minerals formulated and facilitated a multi-client 2D seismic project in which it presented to all the international oil companies which have production sharing agreements with the government. The current scheme of Somaliland oil and gas blocks consist of 86 blocks of both onshore and offshore. Only a quarter of that is presently held by International Oil Companies (IOC's) that have production sharing agreement with the government. After the Somaliland upstream petroleum Act approved by the Parliament, the block size is changed from 12000km<sup>2</sup> to 3000km<sup>2</sup>.



The Somaliland Upstream Petroleum Policy approved in 2015 which sets out the governance arrangements for upstream petroleum activity and provides the framework for the management of petroleum resources with a long-term view of benefitting the people of Somaliland. The Upstream Petroleum Policy states that the petroleum resources are owned by the government on behalf of the people, and that the resources should be optimally managed. The policy petroleum resources should contribute to inclusive economic development of the people, while giving due regard to the environment, the people, and third-party interests. The State will secure access to financial and technical competence and encourage private sector to invest in sustainable extraction of petroleum resources.

### 2.3.2. Projects and Contribution to the economy

In mid-2019, both RAK Gas and Genel Energy carried out seepage analysis surveys which amounted to 17% (NDP III situational Analysis report) of Somaliland's landmass explored for oil and gas, which exceeds the target set out in NDP II. The Ministry of Energy and Minerals formulated and facilitated a multi-client 2D seismic project in which it presented to all international oil companies which have production sharing agreements (PSA) with government. The first project of the multi-client arrangement was concluded in January 2018, acquiring 3500Km of 2D seismic survey for Genel Energy on block SL6, SL10 & SL13. The second project of the multi-client was concluded six months later July 2018, acquiring 800km of 2D seismic for RAK GAS on block SL9 & SL12.



After the completion of the seismic survey operations, currently the Ministry with the Genel Energy has started the civil works of Toosan 1 oil well drilling operations in SL10B13 block, include the camp construction and clearing and constructing the road that leads to the drilling site. In addition to that, the Ministry have implemented a community engagement program, towards better awareness of current ongoing drilling operations, through community liaison officers, elders, and village headmen. The actual exploration drilling is expected to take place in early 2024.

### 2.3.3. The Petroleum sector contribution to the economy

During the last five years the petroleum sector invested approximately USD40 million on the exploration activities. The major key investments are;

- RAK Gas Oil invested USD15 m on explorations of blocks SL9 and SL12 during 2015 to 2018
- GENEL Energy invested around USD 20m on oil and gas explorations during 2016 to 2018.



Table 5: List Petroleum Projects

	Project type	Destination area	Imp Partner	Investment	Status
1	Oil & Gas Exploration Project	Sanaag, Togdher Marodijeh Sahil, Sool (SL6, SL10 and SL13)	GENEL	USD20 million	Ongoing
2	Oil & Gas Exploration Project	Sahil Sanaag (SL9 and SL12)	RAK GAS	USD15 million	Ongoing
3	Drilling Exploration	Togdheer region SL10B	GENEL	USD65 million	Ongoing

## Downstream

- Somaliland imports 100% of refined petroleum products and these products include premium Motor Spirit-PMS (Gasoline), Automotive Gas Oil- AGO (Diesel), Liquefied Petroleum Gas (LPG), Jet Fuel and Heavy Fuel Oil.
- Somaliland currently has one fuel depot located in Berbera with a storage capacity of 20,000 MT for all products; 1200 MT for LPG;
- The fuel depot boasts of modern, semi-automated safety equipment and a well designed gantry.
- Main importers of fuel products in Somaliland include:
  - » SOMGAS
  - » TRIFGURA
  - » ALI WARABE
  - » DAHABSHIL
  - » RED SEA
  - » SOM OIL
- There has been a sharp surge in retailers in the local market.
- There are mostly low-quality products in the market.
- The Ministry will provide policy direction for the downstream petroleum with collaborative efforts from the Ministry of Finance, Ministry of Commerce, Ministry of Environment, and the National Commission for Quality Control.

## Challenges in the petroleum sector

There are legal and regulatory gaps in relation to the development of the petroleum and gas industry. The Ministry of Energy and Minerals acknowledges that the petroleum sector is highly dependent on a solid legal framework due to associated risks and the huge amount of financial investment. Although no commercial discoveries have been made so far, the Ministry consider that it is important to establish a comprehensive legal framework for the petroleum activities. The Ministry Upstream Petroleum bill which has been pending since 2016, was recently approved and signed off by the President in January 2022. The upstream petroleum revenue management bill is still with the House of Representatives for deliberation:

- Incomplete of the legal framework and regulatory policies
- Poor infrastructure (like roads and telecommunication affect the explorations activities).
- International relations remain a key challenge to petroleum exploration in Somaliland.
- Intergovernmental cooperation in petroleum exploration. The government agencies does not have a coordinated plan the each agencies has a role to play in the exploration activities.
- Limited national allocation budget for the petroleum sector
- Low community awareness and knowledge
- Shortage of the capacity of depot in the port of Berbera.



## Minerals

### Overview

Mining and Minerals sectors can play a critical role in the economic development, attracting investment and employment generation in the country. The demand for various metals and minerals will grow 4-5 times over the next 15 years (9-12% growth per annum) against a backdrop of globally dwindling and increasingly scarce resources. There will be huge demand for the metals in view of the rapid urbanization and growth in the manufacturing sector in Somaliland.

### Policy and Legal Reforms

The Ministry conducted extensive work on developing the regulatory framework for the mining subsector. The Ministry has drafted;

- The Mining Policy endorsed by the cabinet.
- The Mining Code has been approved by the Parliament and signed off by president in 2023.
- The Ministry is currently developed 19 key regulation as per the Mining act.

### Minerals Explorations

About 6% of Somaliland's mineral basement was explored for minerals: Mineral exploration in various forms and sizes were conducted over the years. These projects are dispersed across different regions. These projects include:

#### Government financed Project

1. The Abdulqadir Mining Exploration Survey
2. The Dhagax Guure Mining Exploration Survey
3. The Sheikh (Sule Malable & Huduse) Mining Exploration Survey
4. The Laaso Surad Mining Exploration Survey

#### Private Projects

1. Small scale jade mining

#### Local Artisanal Mining activities

2. The exploration and small-scale mining of gold in Sanaag
3. Local Artisanal Mining (Awdal region)
4. Local Artisanal Mining (Gabiley Region)

The Ministry, through the Department of Minerals has collected all geological data of the country in coordination with the petroleum department in June 2018. The Ministry has assessed the Stone Crashed of Marodi Jeh and Sahil Regions (Hargeisa, Gabiley and Berbera), in May 2018. The details of the explorations are set out in Table 1.

Table 9: Details of mineral explorations carried out in y 2018 in Maroodi jeex and Sahil regions.

	Zone	Region	Area(km2)	Target Minerals
1	Abdi-Qadir- Sh Aware	Salal	900km2	Base-Metals and Gold
2	Dagah-Gureh	Gabiley	160	Base-Metals and Gold
3	Berbera	Sahil	65mm2	Gypsum and Limestone



4	Hudisa	Sahil	122	Heavy Mineral Sand and Gold
5	Laasa-Surad	Sanaag	206	Gold
6	Private sector Exploration surveys		600	Multiple minerals
7	Total area explored		2,053	6% of total potential

Note: The total potential (Basement areas) for minerals is 30,000  $km^2$ .

## Contribution to the revenue

The Mining sectors contributed to the government revenue: The government of Somaliland also financed an exploration survey project of USD 800,000 in 2021. Siimoodi Gemstone is about USD 1m invested by private individuals in Somaliland between the periods of 2020-2021. The revenue generated through the taxation of the minerals has increased In March 2018, the ministry re-organized the mineral license types to now include Prospecting, Dealer, Small mining, and Quarry licenses. Although COVID-19 affected the production and export of the minerals, in 2020-2021, the contribution of the mining sector to the government revenue (economic growth) is estimated USD 271,684.75. The government has community development agreement with the private companies that states the mining companies has to provide social responsibility scheme of about 1% of their total revenue to the local community

## Challenges in the minerals sector

There are numerous challenges and emerging issues affecting realization of full potential in the Mineral Resources Sector. Outlined below are the major challenges and emerging issues:

**Legal, Regulatory and Institutional Reform** The policies, laws and institutions that presently govern the mineral sector in the country need significant reform if the sector is to grow sustainably and contribute to economic development and poverty reduction in the sites. The highest priority must be given to finalizing the Mining Act (2022). Somaliland needs a shared vision of how the development of minerals will take place at the sites, building on experiences from across the world.

The acts must define the role and mandate of the state and its public institutions in the sector, and make apparent what public institutions at the county level will exercise; what regulatory roles are and the relationships between them; how, if at all, decentralization might apply to governance of the mineral sector; specify the environmental obligations of operators consistent with internationally recognized safeguard standards; define arrangements governing provision for community development and benefits sharing, including roles to be played by different stakeholders; address the rights of vulnerable groups that might be impacted adversely by mineral sector development and measures for their protection.

### Government Revenue Collection

The development of a productive and profitable mineral sector can provide a new source of government tax revenues that could be substantial relative to non-mineral revenue sources. It will be important to ensure that the government obtains a fair share of mineral rents but, in doing so, it must strike the right balance between inducing investment in the sites and generating tax revenue. This calls for the fiscal regime for the Minerals sector that takes account of the uncertainty, risks and rewards inherent in minerals operations and recognizes that the country, particularly in this early phase of oil and gas sector development



competes for investment with countries that may offer equal or better investment opportunities within the region.

It is well known that natural resource exploitation of mineral requires extensive investment before it becomes valuable and beneficial to society. It requires investment in infrastructure, physical capital, and knowledge. Thus, investing in knowledge is a legitimate component of a forward-looking economy that will be the ultimate objective of the government.

#### **Informal artisanal mining sector with poor capacity**

The Government of Somaliland recognizes the pivotal role that Artisanal and Small-Scale Mining (ASM) play in the mining and minerals sector especially their contributions to the rural economies in the remote communities where they provide important sources for livelihoods. In the same vein, Government also recognizes the challenges faced by ASM who are invariably caught in a poverty trap, as well as association with illegalities and dangerous practices which are a hazard to safety and health for themselves, for adjoining communities and to the environment. These challenges prevent ASM operators from reaching their developmental goals.

#### **Social and Environmental Pressures**

Social and community impact is an increasing focus for shareholders and external stakeholders to ensure local communities are treated fairly and with respect for their human rights - particularly in remote mining sites. Local communities seek economic and social growth but want to ensure that mining companies leave a lasting positive legacy after mining comes to an end.

1. Huge financial outlays for exploration and production of mineral resources hence limited data and Limited attraction of capital for exploration and production activities.
2. Human capacity constraints. There is shortage of specialized local manpower in the field of mining, mineral geology, geophysics and reservoir and production engineering;

### **1.1. Institutional Capacity Assessment of Ministry:**

#### **1.1.1. Introduction**

As indicated earlier, in addition with the sector reviews and diagnosis described above, an institutional capacity needs assessment (ICA) of the Ministry was also conducted to ascertain the institutional readiness of the Ministry to fully attain its vision, mission and mandate from three perspectives as follows:

# Institutional Capacity Assessment



- Institutional/policy level (the policies, and legislation) that describe the broader system within which organizations function, and one that facilitates or hinders their existence and performance;
- Organizational level (the internal arrangements, procedures and frameworks that allow an organization to operate and to deliver on its mandate); and
- Individual/Human Resources level (the experience, knowledge, skills and competencies vested in people). Table 3 shows the key areas assessed for each level through interviews with staff of the Ministry.

**Table 6: Areas assessed**

Capacity Dimension	Areas Assessed
Institutional/policy level	<ul style="list-style-type: none"> <li>• Effectiveness and Adequacy of Legal and Regulatory Environment</li> <li>• Effectiveness and adequacy of the Policy Framework</li> <li>• Effectiveness of Governance and Accountability Framework</li> <li>• Effectiveness of Mechanisms to Engage with Stakeholders</li> </ul>
Organizational level	<ul style="list-style-type: none"> <li>• Alignment of the Vision, Mission and Mandate with the NDP-III Priorities</li> <li>• Adequacy of Structures to respond to Vision, Mission and Mandate</li> <li>• Adequacy of Budget and Resources</li> <li>• Adequacy of Systems in place – Finance, ICT, etc</li> <li>• Adequacy of Equipment and Working Environment</li> <li>• Planning Effectiveness and Delivery of Programs</li> <li>• Adequacy of Systems for M&amp;E and Data</li> </ul>
Individual/Human Resources level	<ul style="list-style-type: none"> <li>• Availability of Skills, Knowledge and Qualifications of Staff to fully Deliver on their Responsibilities</li> <li>• Availability of Highly Specialized Skills to Deliver on the NDP-III</li> <li>• Effective Inter-Ministerial Collaboration Mechanisms</li> <li>• Incentives and Opportunities for Continuous Professional Development</li> <li>• Mechanisms for Knowledge Sharing</li> </ul>



## Overview of the Main Findings of the Institutional Capacity Assessment

The findings that relate to the Vision and Mandate of the Ministry, as well as the three levels of capacity assessed are highlighted below.

### Vision and Mandate:

Based on the outcome of the Capacity Assessment Survey, almost all the directors of the departments know the Ministry has a Vision, Mission and Mandate. Similarly, they all agree that the existing organizational structure suited to deliver on the Vision and Mandate. Few of the staff in the Ministry holds the view that the Geology should be promoted to a separate department instead of being a section within the department of Minerals.

### Policy and Regulatory Environment

The Assessment revealed that all directors of departments are aware of the Legislative framework governing the Ministry and its operations. The following policies, laws and procedures were identified to be in place:

Table 7: Policies and Regulatory framework

	Laws/Acts:	Policies	Regulations/procedures
1	Somaliland Electrical Energy Act (Law)	Somaliland National Energy policy	<ul style="list-style-type: none"> <li>• Key Regulations/procedures</li> <li>• Regulations concerning issuance of any types of licenses by the Commission - within a period not to exceed (3) three months of its establishment;</li> <li>• Regulations concerning establishment of license fees, including license application and annual license fees – a period not to exceed (4) four months of its establishment;</li> <li>• Regulations concerning approving tariffs and tariff schedules by the Commission – within a period not to exceed (9) nine months of its establishment;</li> <li>• Regulations concerning Commission's dealing with disputes and dispute resolution, with regards to both complaints against the Commission's decisions and disputes amongst the Licensees and/or customers - within a period not to exceed (9) nine months of its establishment;</li> <li>• Regulations concerning information collection from Licensees and information requirements – within a period not to exceed (4) four months of its establishment;</li> <li>• Regulations concerning codes of practice of the electricity Licensees – within a period not to exceed (12) twelve months of its establishment;</li> <li>• Regulations concerning health and safety standards, including but not limiting these related to earthing, insulation, protection, noise, radiation, emissions etc. – within a period not to exceed (6) six months of its establishment;</li> <li>• Regulations concerning technical standards, including equipment quality standards - within a period not to exceed (12) twelve months of its establishment;</li> <li>• Regulations concerning quality of service standards - within a period not to exceed (12) twelve months of its establishment;</li> <li>• Regulations for electricity inspection rules – within a period not to exceed (12) twelve months of its establishment;</li> <li>• Regulations concerning approval of nationally obligatory Grid Code within a period not to exceed (24) twenty four months of its establishment;</li> </ul>



2	Somaliland Mining Code (Law)	Somaliland Mining and Minerals Policy	<ul style="list-style-type: none"> <li>• Licensing and Permitting Regulations</li> <li>• Strategic Mineral Regulations</li> <li>• Dealing in Mineral Regulations</li> <li>• Employment and Training Regulations</li> <li>• Mine Support Service Regulations</li> <li>• State Participation Regulation</li> <li>• Use of Asset Regulation</li> <li>• Use of Local Good and Service Regulation</li> <li>• Explosive Regulation</li> <li>• Housing Standard Regulations</li> <li>• Quarry and Construction Regulations</li> <li>• Radioactive Mineral Regulations</li> <li>• Award of Mineral right Tender Regulation</li> <li>• Work-programs and Exploration reports</li> <li>• Reporting of Mining and Mineral Related Activities</li> <li>• Royalty regulations</li> <li>• Mining Health and Safety regulation</li> <li>• National Mining Corporation Regulation</li> <li>• Community Development Agreements Regulation</li> </ul>
3	Upstream Petroleum Bill (Law)	Somaliland Upstream Petroleum Policy	<ul style="list-style-type: none"> <li>• Seeking to attract technically qualified investors with the financial capacity to undertake petroleum activities so that the State reduces own risk.</li> <li>• operations undertaken under a license, exploration and production sharing agreement</li> <li>• e taking all reasonable steps to secure the safety, health and welfare of persons engaged in these activities, while protecting the environment</li> </ul>
4	Downstream Petroleum Act	Downstream Petroleum Act	Doesn't exist
5	Petroleum Revenue Bill (Law)		
6	National Procurement Act (Law)	<p>National Fixed Asset Management Policy/</p> <p>Public Financial Management Policy Guideline</p> <p>Procurement procedures/ manual/ Handbook</p>	<p>the Ministry Fixed Asset Management Manual</p> <p>the Ministry Procurement Manual/Handbook</p>



7	Civil Servant law	National Civil Servant Policy	<ol style="list-style-type: none"><li>1. Recruitment, Selection and Appointment</li><li>2. Competent Framework</li><li>3. Performance Management</li><li>4. Career Management</li><li>5. Scheme of Service</li><li>6. Staff and Talent Retention Schemes</li><li>7. Civil Service Disciplinary Management</li><li>8. Leave</li><li>9. Coaching and Mentoring</li><li>10. Establishment Controls</li><li>11. Civil Service Code of Conduct</li><li>12. Training and Development</li><li>13. Records Management</li><li>14. Complaints and Grievance Management</li><li>15. Creation and Abolition of Offices</li><li>16. Staff Promotion, Transfers, Secondment, Redeployment and Retrenchment</li></ol>
---	-------------------	-------------------------------	---

However, there is still room for improvement to ensure a full understanding by all staff is conducted. Given the Ministry's Mandate, it has a significant pool of partners and stakeholders in and outside of Government that accompany it in the execution of this Mandate. The assessment reveals that there is an effective working relationship with partners/stakeholders in and outside of Government respectively. The department of Energy has identified some challenges working with partners/stakeholders, particularly The National Commission for Energy, thus calling for measures to address the said challenges.

### 1.1.2. Organizational Systems

As for the adequacy of the systems in place, the Financial and ICT systems have been acknowledged to be efficient and adequate. Similarly, the Ministry has an effective HR system in place. However, all directors of department The Ministry has made attempt to revamp the M&E system. But this will depend on the availability of a well-trained M&E staff. In the interest of efficiency, effectiveness and value for money, the Ministry should endeavor to have in place adequate M&E system.

### 1.1.3. Human Resources: Individual Skills, Knowledge and Competencies:

The Assessment reveals that the Ministry is endowed with adequate leadership to realize and vision, an optimum middle managerial cadre coupled with the right technical skills to fulfill its Vision and Mandate. The ministry has a total of 226 staff in headquarter and regions. This is encouraging for the execution/implementation of the Strategic Plan. Capacities building for ethical and professional development of staff are critical for the existence and sustainability of any organization, and The Ministry



is no exception. Senior Management should improve on the existing mechanisms for coordination and knowledge sharing among staff of the departments. The assessment showed that there is a slack in this area. The department of Human resources summarized its figures as follows:

#	DESCRIPTION	HQ-STAFF	REGIONAL STAFF	TOTAL
1.	Number of staffs	174	47	221
#	DIRECTORS OF DEPTS.	REGIONAL COORDINATORS	TEMP.	TOTAL
1.	8	8	5	21
#	QUALIFICATION	NO. OF STAFF	%	
1.	University level	117	52.9%	
2.	High school level	51	23%	
3.	Primary school level	23	10.4%	
4.	No educational qualification	30	13.5%	
	TOTAL:	221	100%	

#	CLASSIFICATION	GENDER		LEVEL			
1	Classification by Sex and Level	M	F	A	B	C	D
2		167	54	117	51	23	30
3	Total	167	54	117	51	23	30

#### 1.1.4. Communication and Visibility

The communication and visibility are a critical activity for the Ministry. This action aims at creating awareness among local communities, implementing partners, development partners, and the media about Ministry's impact on the ground, as well as ensuring the visibility of the Ministry contribution to the wellbeing of the people of Somaliland.

In view of this and as per the general conditions of the country, the process of developing a coherent, dynamic and comprehensive communication and visibility strategy specially designed to cater for MOEM's particular needs has been envisaged to be a crucial for the success of the implementation of the strategic plan for 2023/2027.

1. **The specific objectives of the proposed communication and visibility strategy are to**
  - a. Promote and communicate the results of the projects and programs of the Ministry;
  - b. Promote the cooperation of Government, International, national and local partners to deliver on the project goals



c. Ensure visibility of Ministry's success projects and programs

## 2. Target Groups

### ☛ Primary:

General public, government officials, development partners, implementing partners, target communities, audiences in Somaliland and beyond;

### ☛ Secondary:

Utilize the Print media, electronic media, and feature writers, bloggers, and documentary makers, academia, civil society.

## 3. Communication tools

A holistic communication approach must be used to communicate project activities and interventions to the various stakeholders of the Ministry's projects. Due to low literacy rates in Somaliland, television and radio, which are the main communication channels in the country, will be utilized to cover project events and advocate for its results activities and interventions through interviews, talks shows, etc.

Print media is mainly read in the main cities only. Thus, it will be used to advocate for the Ministry programs among government officials and urban populations. Other communication tools such as meetings, documentary films and workshops will be entertained for increased advocacy and outreach to rural populations, to foster consultative endeavors for outreach and support. All products will be developed jointly in Somali and English to ensure for the widest outreach and understanding,

#	key audiences	Description
	Government	Our major national partner includes key ministries, the Parliament, local government institutions.
	Private Sector	Partners, donors and implementers of some the Ministry projects, with the objective to be more engaged as partners.
	Regional and International audience	Include the East African Region, Middle East, Europe as well as other Countries worldwide.
	Civil Society	International NGOs, national, local and Community-Based NGOs; and civil activists, including civil society initiatives, platforms; such as Environment
	The youth and Women	This is the group that is prioritized for all portfolios: Reaching the Ministry sports team, and developing social media audiences as 'future development advocates.



	Media	Press, TV, radio, Internet-based and other outlets. This group is vital to communicating our messages to the public at large.
	Academia	Representatives from Academy of Science, scientific experts, researchers are interested in the knowledge products being developed by the Ministry: reports, surveys, briefs, statistical bulletins and other publications as well as partnering in advocating the key development issues (National and Global).

## Results of the SWOT Analysis

SWOT Analysis was conducted through a participatory group session with a cross-section of staff from the various Units/Sections/Departments of the Ministry. This exercise gave an insight into the strengths and opportunities, weaknesses and threats that can impact the implementation of the Strategic Plan. It was an interesting and fruitful session with staff openly expressing their views/opinions and sharing and reinforcing views/opinions on what they perceive as the strengths and opportunities, weaknesses and threats of the Ministry. In the ensuing discussion, the strengths and weaknesses of the Ministry were discussed and analyzed under the following four themes/headings, while the opportunities and threats were listed separately:

- Human Resources
- Policy, Legislation and Institutional Structures
- Financial Resources, and
- Work Environment and Partnerships

Staff was very clear as to what they consider the key assets, opportunities, threats and weaknesses in moving the Ministry forward.

Table 8: SWOT analysis

	STRENGTHS		WEAKNESSES
1.	Human Resource: <ul style="list-style-type: none"> <li>• Human Resource Policy</li> <li>• Competent and young staff</li> <li>• Institutional memory</li> </ul>	1.	Human Resource: <ul style="list-style-type: none"> <li>• Limited skilled, professional technical staff</li> <li>• Staff turnover going to the private sector</li> <li>• Lack of Capacity to negotiate and make decisions to recruit international staff.</li> </ul>
2.	Policy, Legislation and Structures: <ul style="list-style-type: none"> <li>• Attractive energy and extractives legal frameworks</li> <li>• Updated Policies</li> <li>• Well-defined Units with clear internal Mandates.</li> </ul>	2.	Policy, Legislation and Structures: <ul style="list-style-type: none"> <li>• Lack of occupational health and safety standards.</li> <li>• Insufficient research and development (R&amp;D)</li> <li>• Limited monitoring and evaluations mechanisms.</li> </ul>
3.	Financial Resources: <ul style="list-style-type: none"> <li>• Sustainable funding from the government</li> <li>• Resources from Donors</li> </ul>	3.	Financial Resources: <p>Insufficient Government allocation</p>



4.	Work Environment and Partnerships: <ul style="list-style-type: none"> <li>• Good Teamwork</li> <li>• Physical (Office) Environment</li> <li>• Equipment and Facilities</li> <li>• Inter-institutional cooperation with Stakeholders</li> </ul>	Work Environment and Partnerships: <ul style="list-style-type: none"> <li>• Inadequate public awareness and outreach of Ministry's programs</li> <li>• Lack of physical data center for data storage and management</li> <li>• Limited work space</li> <li>• Low communication</li> </ul>
	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> <li>• Somaliland's geopolitical strategic location</li> <li>• Peace and political stability</li> <li>• Highly prospective petroleum and minerals resources</li> <li>• High potential renewable energy resources</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of political recognition</li> <li>• Limited institutional national budget allocation</li> <li>• Influx of poor-quality Energy products</li> <li>• Unqualified technical graduates from the local HEIs.</li> <li>• Overlap of mandate among national institutions</li> <li>• Unstructured competitions of the ESPs.</li> </ul>

### Implications of the Diagnostic Overview for the Strategic Plan Development

The institutional capacity assessment and situational analysis/diagnostics of the Ministry presented above, as well as the findings of capacity assessment of the institution has a number of implications for the development of the Ministry Strategic Plan. Overall, five main areas have emerged which serve to inform and underpin the new Strategic Plan of the Ministry, and these are namely:

- i. **Legislation and policy frameworks:** ensuring that adequate legislative and policy are in place is vital for the development and management of the country's energy, petroleum minerals and geology sectors. While all these sectors have made progress in this area, a significant amount of work remains to ensure that policies in place for the Ministry to fulfill its mandate. It has been apparent from the discussion with the directors of departments, that there was a gap in the jurisdiction of some other government and private sector over some of the mandate of the Ministry.
- ii. **Service delivery:** energy, geology, downstream petroleum services have a direct impact on life and livelihoods of citizens, as well as the economy of the country in general. A key example is the adverse effect of inefficient service delivery in the Energy Sector on businesses and the economy in general, as well as citizens' wellbeing. From the foregoing analysis, it is evident that service delivery needs to be significantly improved in all these sectors.
- iii. **Communication, awareness raising and partnerships:** given the large number of stakeholders involved in these sectors, the communication gaps that exist giving rise to misunderstandings, and the absence of strategies to work with partners, it is of critical importance for the Ministry to design, implement and monitor a communication and partnership strategy. Moreover, all key stakeholders



consulted have pointed to the lack of effective communication from the ministry's side.

- iv. Skilled and well managed human resource base: given the complexity of the sectors and their technological requirements, as well as the need for expertise in areas such as complex contracts negotiations, it is of vital importance for the Ministry to have staff with the right skills mix appropriate to its mandate.
- v. Adequate and re-tooled organizational structures and systems: along with policy frameworks, the analysis has clearly demonstrated the need for the Ministry to design new and innovative institutional models, and upgrade systems such as M&E, ICT, departments' coordination etc, in order to carry out its mandate more efficiently and effectively.

The five areas identified above provide the building blocks for the Ministry Strategic Plan Framework presented in Chapter 3 that follows.



Republic of Somaliland  
Ministry of Energy and Minerals (MoEM)

# Chapter 03''

## The Strategic Plan Framework



## 3.0. The Strategic Plan Framework

### 3.1. Introduction

In the Strategic Plan Framework of the Ministry for the 2023-2027. It aims to provide Ministry staff and stakeholders a holistic and concise overview of the work of the Ministry, while at the same time presenting details on the focus areas and priority activities/interventions of the sectors under the Ministry.

This chapter presents the Vision, Mission and Mandate of the Ministry. This is followed by a set of guiding principles that underpin the Strategic Plan. Drawing upon these and building upon the situational analysis presented in Chapter 2, the overall goal, strategic objectives and outcomes of the Strategic Plan for the plan period (2023-2027) are outlined. An integrated Strategic Plan Framework bringing together all of these elements are then presented. Finally, a detailed description of the activities, outputs and indicators for each strategic objective is presented.

### 3.2. Vision, Mission and Mandate of the Ministry of Energy and Minerals:

Through a participatory process, involving a cross-section of Ministry staff, the vision, mission and mandate of the Ministry were reviewed and re-defined during plan development process, and these are presented.

SECTION	DETAILS
Mandate	The use of energy, petroleum and mineral resources as a stimulus for economic growth, employment and sustainable development; the efficient and sustainable harnessing of hydrocarbon and mineral potentials as well as the availability of reliable, adequate, affordable and sustainable energy supply to power the economy of Somaliland.
Vision	To sustainably exploit Somaliland's energy, minerals and petroleum resources to contribute country's the economic development for the benefit of all Somaliland people by 2030.
Mission	To establish, direct and promote the sustainable utilization of Somaliland's energy, minerals and petroleum resources through the development and implementation of policies and strategies that guide, regulate and coordinate the work of government and all other stakeholder
Core Values	<ul style="list-style-type: none"> <li>Accountability, Transparency, Gender equity,</li> <li>Environmental sustainability Research and innovation</li> <li>Integrity Professionalism</li> </ul>

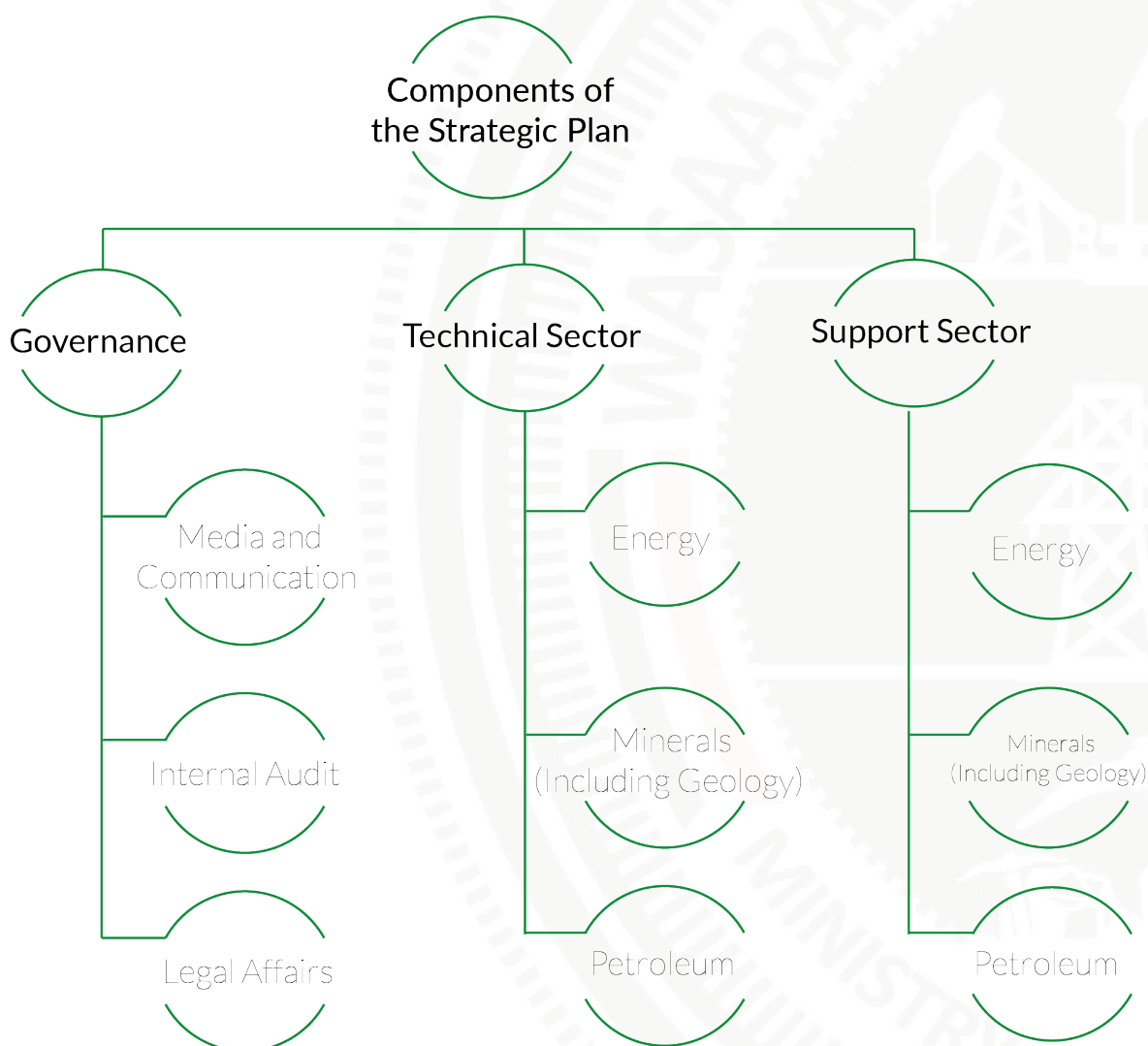


### 3.3. Overall Goal and Strategic Objectives

#### 3.3.1. Overall Goal

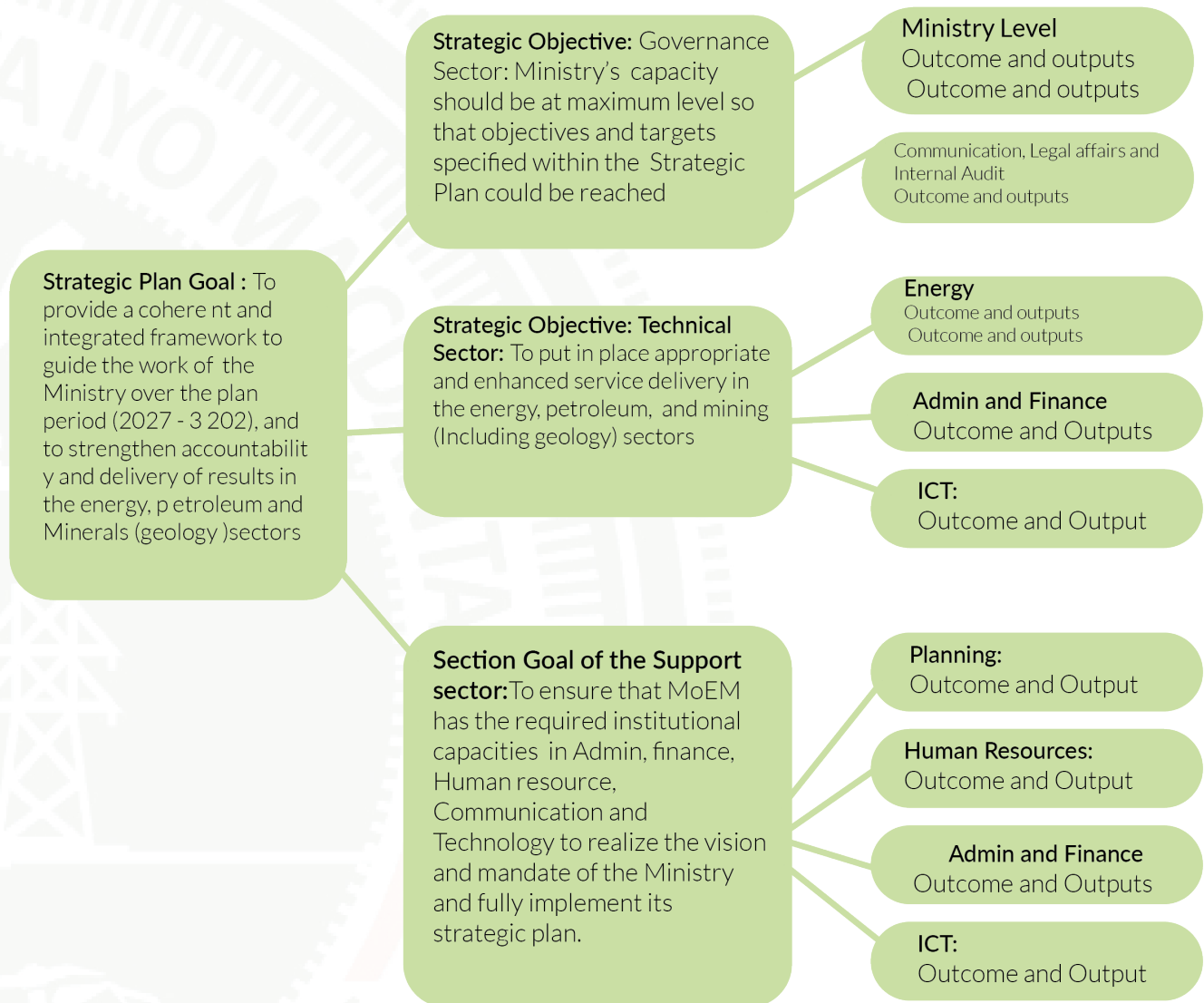
To provide a coherent and integrated framework to guide the work of the Ministry over the plan period (2023-2027) and to strengthen accountability and delivery of results in the following areas:

Figure 1: Components of the Strategic areas





### Components of the Strategic Plan



### 3.3.2. The Strategic Plan Framework:

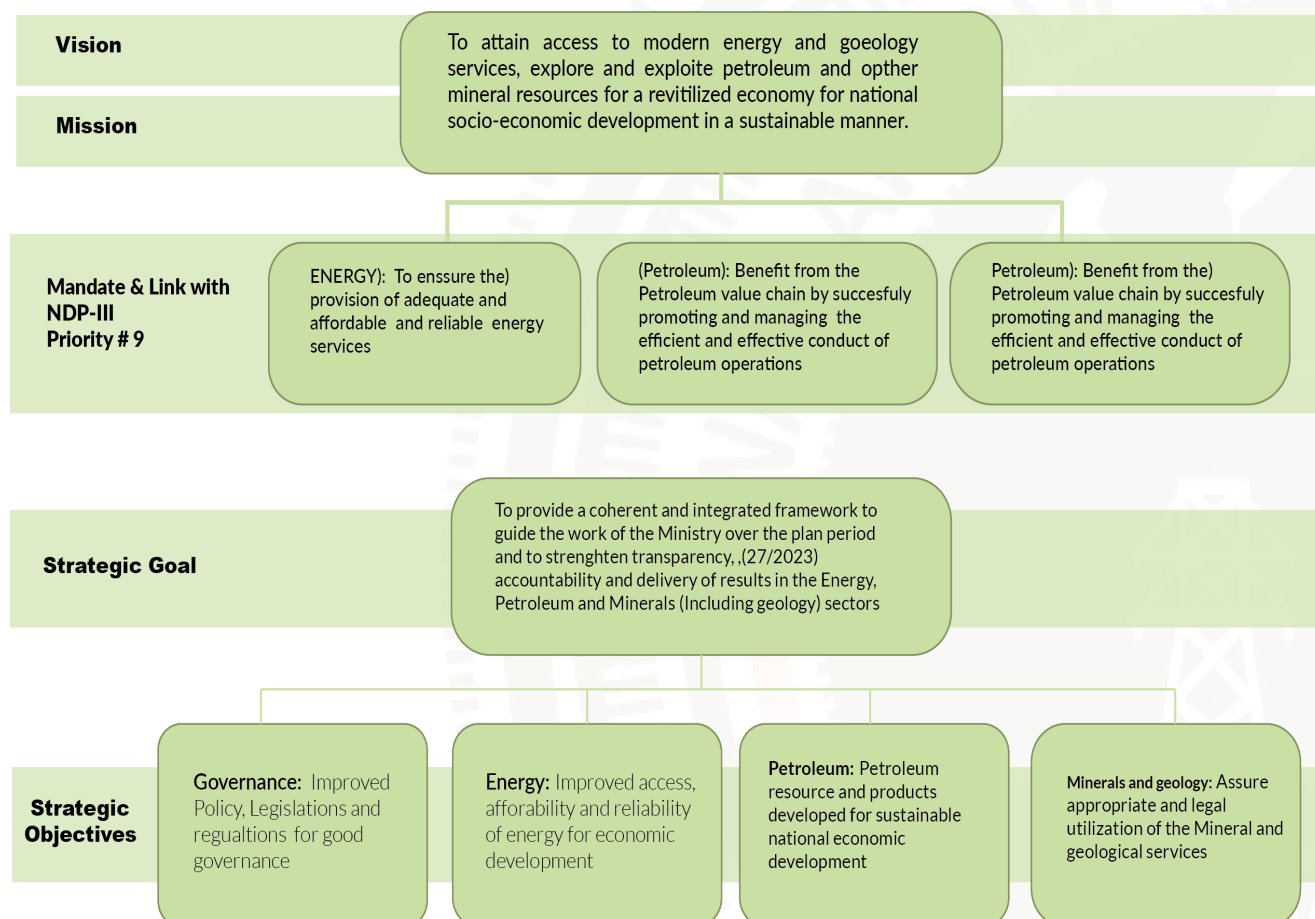
The Strategic Plan Framework for The Ministry consists of three dimensions as follows:

- Dimension 1: the legal and operational foundation of the work of the Ministry and this covers its vision, mission and mandate;
- Dimension 2: linkages with the National Development Plan, which serves as the anchor of the Ministry Strategic Plan; and
- Dimension 3: core elements of the Strategic Plan proper consisting of the overall goal, strategic objectives and activities and outputs.



These three dimensions – presented schematically in Figure 3 below – are interlinked and interdependent, and provide a coherent framework which will underpin the work of the Ministry for the plan period 2023-2027

Figure 3: Linking MoEM strategy with NDP-III:



This framework is anchored on the National Development Plan (2022-2026), also integrates the Sustainable Development Goals.

### 3.5 Strategic Plan Components: Objectives, Outcome, Activities, and Output (With indicators):

The strategic plan of the Ministry shall have three (3) major components, namely:

- Governance
- The Technical sector of the Ministry
- The support sector of the Ministry



### 3.3.2. The Strategic Plan Framework:

**Governance:** The governance of Somaliland consists of bicameral legislative, executive, judicial branch. The ministry ensures control of public resources in appropriate way. The Ministry decentralized the administration in inclusive manner and service delivery. The Ministry is protected by democratic, transparent, accountable, effective and efficient manner in public Institutions. The Ministry, as per the Somaliland Constitution, guarantees free market in the energy and extractives (Mining and petroleum) sector under competitive regulations. The Ministry is closely works and collaborates with the Parliament and other government authorities as well as key partners for the amendments and approvals of sector laws and policies to regulate the energy and extractives sectors.

The Ministry, under the Strategic plan period will endeavor to strengthen its planning along with its coordination mechanisms. Furthermore, the Ministry will pursue the following activities during the Strategic plan period:

- Improved intuitional, policies, legal and regulatory framework.
- Public resource appropriately managed.
- Sector policies reviewed for effective implementation;
- Ministry's structures for all the sectors reviewed and functional;
- Adequate resources available and efficiently used for enhanced productivity;
- Regional offices operate effectively
- Communication and partnership enhanced for effective service delivery.

1	Strategic Objective: Responsive and accountable governance system of policy, legal and procedures established for effective and efficient implementation of strategic plan and enforced regulations.	Outcome 1: Appropriate Legislative, policies, regulations and enhanced service delivery in the energy, petroleum, and mining including geology sectors
---	--	--

GOVERNANCE									
#	ACTIVITY	OUTPUT	INDICATOR	TARGET YEAR					MoV
				23	24	25	26	27	
1.	Review and endorse Somaliland Energy and extractives policies	Effective and Efficiency Policies in place.	No of policies. endorse						Revised policies documents.
2.	Draft Comprehensive Legal instruments	Petroleum revenue act approved.	Number of legal instruments drafted/ amended and approved						Availability of a revised and aligned legislation for E&E Sector.
		Energy act amended.							
3.	Draft and approve secondary regulations for energy and extractives sector		No. of Regulations in the E&E						Regulation documents approvals



GOVERNANCE									
#	ACTIVITY	OUTPUT	INDICATOR	TARGET YEAR					MoV
				23	24	25	26	27	
4.	Strengthening regional offices	Capacity building in regional employees and Service providers in regions.	No. of Capacity building programs conducted for strengthening regional offices						Training reports.
5.	Formulated contract, manuals and guidelines negotiation and management mechanism in energy, minerals, and petroleum activities.	» Concession agreement. » Production sharing agreement. » Non-disclosure agreement. » Joint venture agreement.	No. of Manuals, guidance, agreements, contracts drafting.						Manual of PSA. Mou guidelines. Non-disclosure agreement forms. Joint venture models.
6.	Public Private arrangements.	PPP policy approved, ppt regulations drafting,	No. of public private partnerships projects. Partnership document prepared and in place.						PPP policy approved document, ppt regulations drafting document,

**Outcome 2:** Enhance the performance capacity, efficiency, effectiveness, compliance, accuracy, completeness, and timeliness of the Ministry operational processes, financial management, and the service delivery.

#	ACTIVITY	OUTPUT	INDICATOR	Target Year					Means of Verification
				23	24	25	26	27	
1.	Develop and implement comprehensive internal audit standards and quality control system to mitigate risks and in the Ministry	internal audit standards and quality control system in place	Number of guidelines and standards developed and adopted						Reports
2.	Undertake periodic auditing to provide compliance insights, risk management, improvement of sound governance practices	Improved sound governance practices of the operational processes, financial management, and the service delivery							Report
3.	Evaluate the Ministry internal controls, accuracy and timely financial reporting, asset and inventory management, and proper record keeping.	Improved the internal controls, corporate governance and accounting processes are operating effectively.							Reports



### 3.3.4. Component 2: The Technical Component Energy

2	Strategic Objective: Increase access to safe, affordable, and reliable energy and improve efficiencies.	Outcome 1: By 2027, the average electricity price charged by the ESPs will be reduced by 15%, compared to 2021 levels, through increased efficiencies in energy generation.
<p>The Somaliland electricity price is one of the most expensive in the world. This contributes to the high costs of doing business in the country. Therefore, committed under this Strategic Plan period (2023 – 2027) to significantly strengthen service delivery in the energy sector to reduce the price of electricity. The three main outputs under the plan period are:</p> <ol style="list-style-type: none"> <li>1. Accessibility and reliability of electricity up to district level;</li> <li>2. Work with the service providers to reduce utilization cost; Explore and introduce electricity sources of renewable energy to the Regional capitals (as a whole city and/or partial) as a pilot project.</li> </ol>		

#	ACTIVITY	OUTPUT	TARGET YEAR					INDICATOR	MOV
			23	24	25	26	27		
2.1	Establishing a city grid for Hargeisa to serve as a distribution supply point.	Increase in transmission and distribution capacity						Hargeisa city grid constructed	Monitoring report\ Design
2.2	Interconnection of all current operating ESPs in Hargeisa into a single	The distribution network of Hargeisa ESPs is interconnected into single distribution network						Number of ESPs connected to the grid	City grid Connected and functioning
2.3	Supporting regional ESPs to improve their distribution networks	Interconnection of ESPs Distribution systems assessments/ studies/ Analysis carried out						Number of ESPs supported for improved distribution network.	ESPs improved networks
2.4	Conduct a study on the losses in performance of ESP	Full study with recommendations						% of Losses study	Final report
2.5	Collaborating with ESPs to implement recommendations from the losses study on distribution networks.  (Smart metering)	Installed capacity of newly installed BESS (kWh)						% measures increased, % reduction in losses of power and % of performance efficiency increased	Joint report of M & E report with ESPs



#	ACTIVITY	OUTPUT	TARGET YEAR					INDICATOR	MOV
			23	24	25	26	27		
2.6	Using BESS to store and save energy	Expanded use of Battery Energy Storage Systems (BESS)						# of installed capacity of newly installed BESS (kWh)	Reports
2.7	Provide capacity building electricity technicians and engineers	Training needs identified						Number of trainings held	Training Need Assessment Report
		Tailor-made Training programs developed						Number of technicians and engineers trained	No. of programs developed
									Training completion report

**Outcome: Outcome 2:** By 2027, 25% of National Energy Generation will be provided by Renewable Energy Resources.

#	ACTIVITY	OUTPUT	23	24	25	26	27	INDICATOR	MOV
i.	Providing incentives to pilot and scale the use of appropriate renewable energy technology.	Total installed capacity of Renewable energy for production, education and health facilities(kW)							
	Investing in renewable energy capacity for the electrification of health facilities and schools in Somaliland. This intervention will also consider the application of Battery Energy Storage Systems (BESS) for health facilities, schools, and water points.	Expanded use of battery energy storage systemt  Promote the use of RE for electrification of health and educational facilities						Number of facilities electrified with RE components	Expanded use of Battery Energy Storage Systems done
	Expanding the availability of affordable micro and solar home systems as part of initiatives to increase access in rural communities and reduce the cost of energy.	Expanded the availability of affordable quality micro and solar home systems						Number of projects implemented	Total Capacity of Micro and solar homer systems distributed



**Outcome: Outcome 2:** By 2027, 25% of National Energy Generation will be provided by Renewable Energy Resources.

#	ACTIVITY	OUTPUT	23	24	25	26	27	INDICATOR	MOV
	Piloting the use of biomass energy as an alternative use of fuel for cooking and heating, in cooperation with the Ministry of Environment and Climate Change.	Pilot projects of bio-gas energy for different applications (heating, cooking, lighting etc.)						# of projects successfully implemented	Total of Pilot projects of bio-gas energy for different applications
V.	Mobilize funds to expand electrification systems (Hybrid mini-grids, mini-grids, grid extension, off grid. (million USD)							# of projects Expanded electrification system	Total project expanded
	Exploration of Geothermal potential in Somaliland	# of preliminary studies carried out (Saxil and Awdal regions)							preliminary studies reports
	Develop ten year energy sector strategy plan	Ten year energy sector development strategy in place							Reports

Strategic Objective: To put in place appropriate Legislative, policies, regulations and enhanced service delivery in the energy, petroleum, and mining including geology sectors.

### ***Mining and Minerals***

***Promote and monitor mineral exploration, development, production and value addition by the private sector for local consumption and export.***

3.	Strategic Plan Objective: Sustainable and environmentally sound exploration and exploitation of the country's Mineral resources for the benefit of all.	Outcome 1: By %18 ,2027 of Somaliland's basement area with potential for mineral exploration will have been explored (Total area = 30,000 sq. km).  Outcome 2: By 2027, increase the number of investments in mining and value addition
----	--	---



#	ACTIVITY	OUTPUT	TIME FRAME					INDICATOR	VERIFICATION
			23	24	25	26	27		
4.1	Enhancing the overall contribution of the mineral exploration to the economy through viable public and private sector engagements.	Enhanced the promotion for the exploration of mineral resources.						Number of local jobs created as a result of the exploration and mining activities	HR records
	<ul style="list-style-type: none"> <li>Preparing new potential areas</li> <li>Presenting documents and report of geo-data</li> <li>Digitizing maps and analyzing remote sensing data</li> </ul>							Total investments realized for exploration (USD)	

#	ACTIVITY	OUTPUT	TIME FRAME					INDICATOR	VERIFICATION
			23	24	25	26	27		
4.2	Attracting investors in exploration and exploitation of the unoccupied mining blocks	# of investors increased						Number of investors that are attracted and licensed	Annual report
4.3	Develop training programs for artisanal miners to build their capacity in safe mining practice	# of training programs for artisanal miners						Number of trainings conducted	Training reports
4.4	Published quality data of the exploration reports and results of samples analyzed	MIMS established and reports generated							Minerals Information Management system reports
4.5	Conduct community awareness on social and environmental protection for the mineral exploration and mining sites.	Community awareness campaigns on environment friendly mining						# of community awareness campaigns	Monthly reports
		Environment compliance certificate awarded to miners						# of certificates awarded	M & E reports



#	ACTIVITY	OUTPUT	TIME FRAME					INDICATOR	VERIFICATION
			23	24	25	26	27		
4.6	Capacity building for staff of department in Mineral exploration	Department staff trained						No. of geologist trained	Quarterly report of the department
								No. of staff trained in software skills	
4.7	Mobilize funds to explore the mineral potential areas	Quantity of funds solicited for potential mineral explorations						Total investments realized for exploration (USD)	Annual report
4.8	Establishing mineral laboratory analysis to routinely perform multi-element analysis.	Established a mineral analysis laboratory						Minerals laboratory fully functional	Monthly report
	i Training the staff to get more technical and knowledgeable to the mineral analysis equipment's	Checking and maintaining chemicals and consumable inventories for the geo-chemical laboratory.							
	ii Preparing surficial materials received at the laboratory which includes sorting, labeling, sieving, crushing and pulverizing.	Preparing documentation required in recording of analysis and findings.  Performing chemical analysis of minerals received.							



#	ACTIVITY	OUTPUT	TIME FRAME					INDICATOR	VERIFICATION
			23	24	25	26	27		
4.9	Establishing a registration system for analyzed minerals								
	<p>i Preparing and maintaining records of samples received at the mineral laboratory.</p> <p>ii Generating data and reporting of analysis results</p>	<p>Electronic minerals Catalogue system established.</p> <p>Keeping of all technical records</p>						Number of mineral samples Catalogued and stored for reference	Publishing a minerals catalogue
4.10	Establishing a gemstone value addition center where private miners will be able to bring their gemstones.	Established a Gemstone Value Addition Centre (GVAC)							
	<p>To buy equipment safety</p> <p>Gemstone enhancements are applied to gems to improve their appearance and wear-ability.</p> <p>To engage artisanal miners</p> <p>To bring their gemstones</p>							Gemstone value addition is operational	Annual report
4.11	Training the staff of gemstone to get more technical and knowledgeable to the gemstones								
	<p>To get professional trainer</p> <p>To hold work shop artisanal miners</p>	Improved technical capacity of gemstone value added						<p>i Number of staff trained in cutting and polishing gemstones</p> <p>Number of MOEM geologists</p>	Annual report



#	ACTIVITY	OUTPUT	TIME FRAME					INDICATOR	VERIFICATION
			23	24	25	26	27		
4.12	Conducting product promotion and marketing to attract local and international investors	Gemstone industry promoted of Somaliland promoted						Number of gem investors attracted/ licensed	Quarterly report
4.13	Deploying complementary measure, including product diversification unlocking Trade restriction and setting local content Gemstone value addition is operational	Proper Gem identification equipment operational						Number of Gemstones identified	Gemstone Catalogue developed
4.14	execute the department's mandate to safeguard the health and safety of mine employees, nearby communities and people affected by mining activities	Health and safety of mine employees and communities						No. of documents	Guideline of Health and safety of mine

## Petroleum

In the downstream petroleum, much remains to be done to improve quantity and quality of petroleum products, reduce costs and mitigate adverse environmental impacts especially in the urban settings.

3.	Strategic Plan Objective: Sustainable and environmentally sound exploration and exploitation of the country's petroleum resources for the benefit of all.	Outcome 1: By %27 ,2027 of Somaliland's land mass will have been explored for oil and gas (land mass = 177.000 sq. km).
----	---	---

Petroleum:									
#	Activity	Output	Target Year					Indicator	Means of Verification
			23	24	25	26	27		
1.	Finalize the key regulations for the upstream petroleum law and petroleum revenue management law	Enacted a comprehensive legal framework						Complete legal framework prepared and approved by the parliament	The Somaliland official Gazette
2.	Attract investment projects in the upstream section	# of companies willing to invest in the petroleum Upstream						Companies on board	The Ministry reports Monitoring report of the dept. of planning



Petroleum:									
#	Activity	Output	Target Year					Indicator	Means of Verification
			23	24	25	26	27		
3.	community engagement and development: » Election of community committees » Community mobilization » Workshops for community leaders	Established a comprehensive and effective community engagement program						» Number of communities' engagement workshops conducted	» M & E report
								» Number of Community engagement officers hired and assigned	» Annual report
4.	Intensifying the marketing of the petroleum resources.	% of Oil and gas blocks successfully marketed for exploration by private companies						Number of blocks explored for oil and gas	Annual report
5.	Ministry will conduct rounds of bidding for licenses for various empty blocks.	# of companies bidding for licenses						No. of companies awarded contracts and licenses	# of wells drilled
6.	participating in regional and global oil and gas fairs	# of regional and global fairs attended						No., location and dates of fairs attended	Field reports
8.	Increase compliance with imported fuel specification regulations	Fuel specification regulation compliant petroleum sector						Fuel importation regulation	Regulation guidelines
9.	Introduce the National fuel strategic reserve by increasing the Fuel depot capacity in Berbera	Fuel depot capacity increased						% increase in the fuel depot in Berbera	Annual report

### 3.3.5. Component 3: The support sector of the Ministry Planning

3.	Strategic Plan Objective: To demonstrate the careful implementation of the Strategic and annual operating plans of the Ministry of Energy and Mineral's operations, and to identify means of and expertise for Monitoring and Evaluation (M&E) within the ministry and beyond.	Outcome 1: Strengthening the implementation of Policy and Planning Coordination, M&E and Research Statistical functions of the Ministry.
----	--	--



#	TASKS	OUTPUT	INDICATORS	TARGET YEAR					MOV
				23	24	25	26	27	
5.1	Effective coordination and collaboration in and between all sectors in the Ministry	Existence of a coordination committee in the department of planning	Establishment of a coordination committee						Coordination committee functional
		Weekly meeting on achievements and plan for the coming week.	Taking minutes						Minutes of the meetings
		Policy Meetings	Policy of meetings						Policy circulated
5.2	Organize other important ministry meetings including conferences	Produce a yearly timetable for all meetings and conferences	Conferences and meetings held on schedule						Minutes and Conferences reports
5.3	Compile Annual Operating Plan (AOP) for all departments	AOP for the Ministry	AOP in place						Quarterly report on progress
5.4	Advocate and finalize for the approval of the existing for the concerned stakeholders  Amendment and review policies	All policies reviewed and finalized	Revised policies adopted						Annual report
5.5	Develop and implement Five years strategy plan and new policies, laws, and guidelines.	Improving MEAL Adapted throughout Ministry	Functional MEAL						MEAL reports

#	TASKS	OUTPUT	INDICATORS	TARGET YEAR					MOV
				23	24	25	26	27	
5.6	Regularly monitor department planned activities progress	Number of M & E reports produced	% of work on track						M & E reports
5.7	Participate in the project designing sessions to integrate M&E activities.	No. of projects with M & E activities integrated	No. of projects designed with M & E component						Annual report



#	TASKS	OUTPUT	INDICATORS	TARGET YEAR					MOV
				23	24	25	26	27	
5.8	Conduct project evaluation by the end of their cycle	% of the projects evaluated	Evaluated projects						Evaluation report
5.9	Develop a research program for the issues relevant to energy and Minerals	Research topics prepared	Schedule timetable for research topics						Research publications

#	Activities	OUTPUT	INDICATOR	TARGET YEAR					MOV
				23	24	25	26	27	
6.1	Upgrade the skills of the Ministry personnel in all sectors in The Ministry	Specialized petroleum, Minerals and Energy Eng.	Number and types of specialists recruited						Ministry annual report
6.2	Review Departments' functions, structures, job descriptions.	Update and maintain of function in the Ministry	Yearly updates of Functions.						Quarterly report
6.3	Provide Human Resource Management functions	Preparation of annual leave	Assure that staff take their earned annual leaves						The Ministry annual report
		Human Resource Information system for personnel management in place	Developed a System of personnel management						Human resource Management reports
6.4	Develop standard contracts for non-civil service employees with terms and conditions of service as per country laws.	Standard contracts, collaborating with Legal office	Contracts template in place						Reports
6.5	Carry out training needs assessment (TNA) for Departments and staff.	Develop a HRD strategy	Strategy						Strategy document
		Prepare annual training program of all departments	All departments compile their training needs						The Ministry annual report
		Develop and source training programmes to address priority training needs	All departments compile their training needs						The Ministry annual report
		Support, monitor and evaluate internal training	No of Internal Trainings						The Ministry annual report



## Human Resource

3.	Strategic Plan Objective: Improve institutional capacities in Human Resource to realize the mandate of the ministry in line with the Civil-service Commission.	Outcome 1: Strengthen and grow the knowledge, skills, and the performance of %50 of the Ministry employee
----	--	---

#	Activities	OUTPUT	INDICATOR	TARGET YEAR					MOV
				23	24	25	26	27	
6.6	Performance Management System	Using the staff performance appraisal forms with performance indicators.	Effective appraisal forms						Total of appraisals
		Provide guidance and support to directors and supervisors in conducting staff performance appraisals	No of Directors and supervisors provided for guidance and support						Total of appraisals reports
		Monitor the overall performance appraisal conducted	Effective trainings						Total of M&E reports
		Collect and analyze data on staff performance	No of Analyze data.						Total data collected reports
		Use performance appraisal data to inform decisions related to	No. of promotions, transfers, and disciplinary actio						Total transfers recorded
		Provide feedback and assist in developing performance	No. of improvement plans						Reports
	Evaluate the impact of an HRM interventions to identify, develop or test how HRM affects individual and organisational performance.	Identify and diagnose HRM problems and determine appropriate solutions.	No. of Diagnose through the year						Total of Interventions and Effects of HRM
		Conducting researches to evaluate HRM interventions	No. of						Total of Interventions and Effects of HRM
	Develop Health and safety manual/ handbook	Employee Health and safety handbook in place	Downloadable Health & safety handbook uploaded.						Reports Website
	Provide Health and safety training to Ministry staff	50% of the Ministry staff trained on basic health safety course	Number of staff trained on basic health safety courses						Training reports



## Media and Communication:

Strategic Plan Objective: Improve Strategic Communication for Sustainable Development of Ministry service delivery and stakeholder engagement	Outcome 1: Communication strategy developed for and implemented
---	---

#	ACTIVITY	OUTPUT	INDICATOR	TARGET YEAR					MoV
				23	24	25	26	27	
7.1	Develop Communication Strategy	Communication strategy in place and ready for implementation	Communication strategy Developed						Reports
7.2	Organizing field visits to project sites for journalists/ bloggers to support wider communication of development results.	Organize field visits for Internal and external reporters	No. of field visits organized						Quarterly report
7.3	Preparing and disseminating a monthly e-magazine.	E-magazine prepared	E-magazine produced						Produced and published e-magazine
7.4	Communication coverage of projects and programs strategic events and activities.	Coverage in the Internal and External media on issues of the Ministry	Monitoring Internal and External media coverage						Records of Internal and external media
7.5	E Magazine / Scale up of Ministry visibility through publishing the M's news and articles on targeted national and international media	Visibility for various activities news and articles	Published news and articles in the national and International media						Annual reports
7.6	Ensuring extensive social media presence on the Ministry's identity.  Social media promotions  Periodic social media campaigns throughout the year will be conducted to make the Ministry's visual brand more visible, and the Ministry's message clearer.	Presence in the social media	Media campaigns						Quarterly report
7.7	Organizing events to promote competitive advantages of the Ministry as a credible Organization in the World Investors' stage	Organizing events such as Trade fairs and experts panels to talk about the Ministry's opportunities in Somaliland	No. of trade fairs in Minerals and petroleum and expert panels discussions organized						Annual report



#	ACTIVITY	OUTPUT	INDICATOR	TARGET YEAR					MoV
				23	24	25	26	27	
7.8	Production of Ministerial brochure and short video on what the Ministry does?	Brochure production	No. of brochures and videos produced						Monthly report
7.9	Improve and maintain Ministry Website and Social media accounts.	Media and communications challenges in place	Ministry website improved and updated with relevant information						Updates and social media

## Information Communication and Technology (ICT)

Strategic Plan Objective: Modern, sustainable and secure MoEM ICT infrastructure and systems for the Ministry	Outcome 1: Ensure efficient and effective use of Ministry ICT resources and improve Ministry Data Center and Digital Transformation
---	---

#	ACTIVITY	OUTPUT	INDICATOR	TARGET YEAR					MoV
				23	24	25	26	27	
8.1	Develop and strengthen the technical capabilities and digital literacy of all the Ministry staff.  User and Password  Access limitation	Increase knowledge of the Ministry staff on ICT	No. of Staff trained on ICT						Training reports
8.2	Develop farewell and introduce to The Ministry.	Increase developing	No. Training to staff						Farewell security designs
8.5	Stalinization of Soft wares and antivirus.  SPSS  Microsoft Word	Effective and quality antivirus and software available for the Ministry	The Ministry internet security improved						
8.7	Assist Department in Developing Design of Manuals.  Layouts  Insertion of Pictures.  Paging and Numbering		Number of times assisted the department in layouts, insertion pictures and document designs						



#	ACTIVITY	OUTPUT	INDICATOR	TARGET YEAR					MoV
				23	24	25	26	27	
8.8	Develop robust, scalable and manageable ICT infrastructure to enable a more digital driven communication <ul style="list-style-type: none"> <li>• Slots in Department data and reports.</li> <li>• Providing Emails to Director and Decision Making.</li> <li>• (DHCP) Dynamic Host Configuration Protocol</li> <li>• Provide IP address.</li> <li>• Provide using folders.</li> <li>• Providing Internets.</li> <li>• Providing Users and passwords.</li> </ul>		Phased ICT development plan in place and implemented						Digital driven communication for the Ministry in place
8.9	ICT standards developed and circulated to adopt		ICT standards developed and circulated to adopt						Standard in place and followed by the staff.
8.11	Websites, and GPS standards developed		Websites, and GPS standards developed						

#### Admin and Finance:

Strategic Plan Objective Improve the efficiency and transparency of the Ministry financial management and office Operations.	Outcome 1: Enhance the process efficiency, transparency, resource (asset) utilization and promote automation and optimize technology utilization.
--	---



#	ACTIVITY	OUTPUT	INDICATOR	TARGET YEAR					MoV
				23	24	25	26	27	
9.1	Protect the Ministry from fraud and the misuse of assets through the dissemination of Internal Control.	Accountable and transparent	Strong internal audit procedures in place and operational.						Reports
9.2	<b>Adopt</b> the GoSI financial policy and regulations and closely work with National Auditor's Office, and execute and resolve audit findings.		Transparency and Accountability						Clear Operational and Procedures
9.3	Preparing Manuals Such As Asset Manual, Procurement Manual, Whare House Manual, and Financial Manual.		Throughout All Admin and Finance Sections						Admin staff trained
9.4			Annual budget developed in time by all departments						Yearly budget prepared, adjusted, rectified and approved by the top management



Republic of Somaliland  
Ministry of Energy and Minerals (MoEM)

# Chapter 04''

## Monitoring and Evaluation

## 4.0. Monitoring and Evaluation

### 4.1. Introduction:

The purpose of an M&E plan is to serve as a guide for the Ministry and its stakeholders in producing timely, high quality data that would enable them to:

- Assess the effectiveness, efficiency, and impact of the Strategic Plan;
- Identify implementation bottlenecks;
- Identify solutions for the bottlenecks; and
- Provide an opportunity to enhance effectiveness, efficiency and impact of the Strategic Plan.

### 4.2. The Results Framework

The Results framework (see Table below) appropriately reflects the results anticipated in the Strategic Plan and outline the theory of change between the different desired results levels. The results are crafted in a coherent manner using a Results Based Management language and in full compliance with the SMART criteria. Each result is accompanied with Indicators, outcomes and realistic timeline that would guide implementation and measurement of results. Moreover, the results are consistent with the National Development Plan (NP-III).

The conceptual framework for articulating the results matrix is illustrated below:

Figure 4.1: The conceptual framework for articulating the results matrix is illustrated below:





## 1.1. M & E Detailed Framework

The Goal:										
Objective/Outcome/ Output & Activities	Indicator	Means of verification	Unit	Baseline Value	Targets					Reporting frequent.
					Y1	Y2	Y3	Y4	Y5	

## 1.2. Activities

	Training of M & E	No. of Doc	List of Doc	Per.	NA	3	5	7	9	10	Quarterly
1.											
2.											
3.											
4.											
5.											
6.											



Republic of Somaliland  
Ministry of Energy and Minerals (MoEM)

# Chapter 05''

## Implementation Arrangements

and Risk Analysis and  
Mitigation



## 5.0. Implementation Arrangements and Risk Analysis and Mitigation

### 5.1. Introduction

Effective implementation of the Strategic Plan requires on the one hand, robust implementation arrangements that ensure effective internal oversight and coordination, and on the other hand a clear delineation of roles and responsibilities for all stakeholders and partners that will be involved in the Strategic Plan. In addition, an analysis of risks and identification of the related mitigation strategies is vital for

success and sustainability. Therefore, presents arrangements for plan

implementation, which deals with the internal oversight mechanisms and the roles and

responsibilities of stakeholders. The chapter also presents a risk analysis and mitigation matrix for the MoEM Strategic Plan 2023-2027.

### 5.2. Internal Oversight Mechanisms for Plan Implementation

The Ministry has oversight responsibility for three critical sectors that are of vital importance to the country's growth and economic development prospects. Robust oversight mechanisms are therefore necessary to ensure a smooth implementation of its Strategic Plan. This section outlines internal mechanisms for plan oversight. Two internal oversight mechanisms within the Ministry are proposed, namely:

### 5.3. A Policy Committee

To be chaired by the Hon Minister and with membership composed of senior management within the Ministry and consisting of the Director General, Adviser(s) to the Minister, the Heads of the autonomous Entities under the Ministry, head/director of departments, legal Advisor and the internal audit.

### 5.4. A Technical Committee:

Chaired by Director General (D.G) and assisted by the Director of the Department of Planning and involving head of sections from Energy department, Mineral department and Petroleum department.





Table 8. Main Tasks of Committees:

Oversight Mechanism	Members	Main Tasks & Modus Operandi
		Main Tasks
Policy Committee	<ul style="list-style-type: none"> <li>» Hon. Minister</li> <li>» Hon. Vice Minister</li> <li>» Director General</li> <li>» Director of Planning</li> <li>» Departmental Directors</li> <li>» Legal Advisor</li> <li>» Internal Auditor</li> </ul>	<ul style="list-style-type: none"> <li>» Provide overall policy oversight for the Strategic Plan</li> <li>» Reviews Progress Reports on Strategic Plan Implementation</li> <li>» Approves adjustments to the Strategic Plan considering new developments in various departments</li> <li>» Assists sectors to mobilize resources to meet Strategic Plan objectives</li> </ul>
i. Meetings		
		<ul style="list-style-type: none"> <li>» Chaired by Hon Minister</li> <li>» Meets at least Once every quarter</li> <li>» Director of the Department of Planning to serve as Secretary</li> </ul>
Technical Committee	<ul style="list-style-type: none"> <li>» Director General</li> <li>» Director Planning</li> <li>» Head of Section of Energy, Minerals, Petroleum and including geology sections</li> </ul>	i. Main Tasks
		<ul style="list-style-type: none"> <li>» Provides technical oversight for plan implementation</li> <li>» Coordinates the preparation of progress reports on SP Implementation</li> <li>» Coordinates the MTR and Final Evaluation of the SP</li> <li>» Ensures integration of adjustments to the Strategic Plan as directed by the policy committee</li> <li>» Ensures that an integrated annual planning and review is put in place and functional</li> </ul>
		<ul style="list-style-type: none"> <li>» Chaired by the Director General</li> <li>» Meets on by-weekly basis</li> <li>» Secretariat provided by the Department of Planning of the Ministry</li> </ul>

### 5.5. Involving Stakeholders and Partners

The Ministry will need the support and contribution of its many stakeholders and partners if the Strategic Plan is to be successfully implemented. It is, therefore, essential to clearly identify which stakeholders will be involved in what areas of the Strategic Plan. To enable stakeholders to effectively play their part, the Ministry will organize Annual Stakeholders' Forum bringing together all relevant stakeholders in order to foster a participatory and inclusive process in the implementation and review of the Strategic Plan.

### 5.6. Risk Analysis and Mitigation

The Energy and Petroleum Sectors, and to a lesser extent, Mining and Geology are sensitive sectors with many inherent risks in their development, exploitation and management. These risks need to be understood and mitigation measures put in place in order to safeguard their judicious management. The table below identifies various risk factors and proposes mitigation measures for the respective sectors.



**Table \_\_: Matrix of Risks and Mitigation Measures**

Risk Category		Mitigation Measures		
		Energy	Petroleum	Mining & Geology
	Conflict and Insecurity	Strong national institutions and policies coupled with national and regional political stability will mitigate the risks of conflict and insecurity.	Actors that may pose a security risk include political extremists, direct action groups, the security forces, foreign armies, insurgents, petty and organized criminals, protesters, workforces, local communities, indigenous groups, corrupt officials, business partners, and in-country company management and staff." It is imperative therefore for the sector in Somaliland to be stable enough to boost investor confidence. License terms should also be able to protect investors to some extent against security risk.	<p>The mining of sites without adequate monitoring will leave eyesores in the future, such as, degraded scenery, fragmented landscape, and threatened ecologically sensitive coastal beaches. It will also result in increased tensions between mining contractors and communities often leading to violent confrontations. In order to regulate and contain such activities, a Special Mining Compliance Committee has to be established, a Grievance Redress Mechanism introduced and enforced, and Mining and Geological units established in the regions of Somaliland.</p> <p>» Promote Corporate Social Responsibility among mining contractors and investors</p>
	Political and Governance Risks	The high-level commitment of Government to the Energy Sector coupled with a strong NEC and effective regulation will also mitigate the political and governance risks.	This is a generic risk for all forms of investment but more so for the petroleum sector which is an extremely high-cost initial and operating investment sector. The lack of recognition can be highlighted as one of the reasons (amongst others) for the lack of interest by majors Companies.	Uncontrolled and illegal mining from authorized and unauthorized sites by licensed and unlicensed contractors pose challenges for communities, Mining Department and Government (revenue) in general. Continued Government commitment to a well-regulated Mining sector coupled with a strengthened Special Mining Advisory Committee granted legal status in the mining regulations, introduction and enforcement of a Grievance Redress Mechanism, and the setting up of Department offices in all Regions will mitigate political and Governance risks



Worsening Fiscal Terms		Ensuring that fiscal conditions do not change is impossibility for any economy, but especially for an unrecognized country, like Somaliland.	
		<ul style="list-style-type: none"> <li>» Providing fiscal stability is a key to reducing risk for investors.</li> <li>» It is essential for future reviews and developments of the model license take this into consideration</li> </ul>	
Sector strategies and Policies Risks	<ul style="list-style-type: none"> <li>» Success depends on continued commitment from the political leadership coupled with the support of the private investors.</li> <li>» The taskforce led by the Ministry will certainly mitigate risks associated with sector strategies and policies.</li> </ul>	Adequate and transparent legislation and policies will help mitigate risks	
Institutional Capacity for Implementation and sustainability	<ul style="list-style-type: none"> <li>» Strong national institutions coupled with adequate and transparent legislation and policy frameworks.</li> <li>» A stable, highly trained and well-motivated staff supported by a dedicated and adequate training and an efficient and effective training plan.</li> <li>» Adequate and timely disbursement of funds from donors and investment partners to the the Ministry</li> </ul>		
Disease Pandemics	Strict adherence to WHO/MoHD protocols on masks, hand-washing and social distancing, leveraging on technology for virtual meetings coupled with the advent of vaccines will mitigate risks associated with pandemics such as the Covid-19.		



Republic of Somaliland  
Ministry of Energy and Minerals (MoEM)

# Chapter 06''

**Main Recommendations**  
based on the Capacity  
Assessment





## 6.0. Main Recommendations based on the Capacity Assessment

### 6.1. Introduction

The Institutional Capacity Assessment (ICA) was conducted at three levels namely:

- i. Institutional/Policy level (the policies, legislation, power relations and social norms that describe the broader system within which individuals and organizations function, and one that facilitates or hinders their performance);
- ii. Organizational level (the internal arrangements, procedures and frameworks that allow an organization to operate and to deliver on its mandate); and
- iii. Individual/Human Resources level (the experience, knowledge, skills and competencies vested in people). Accordingly, two tools (Interviews and Focus group discussions) were administered to the three categories of Governance (policy/Laws), technical and Support levels. In keeping with standard practice, the staff were given the opportunity to make recommendations, expand, qualify or clarify their input.

#### a. Institutional/Policy and Legal Level Assessment:

- On effectiveness and adequacy of policy, Legal and Regulatory frameworks, all the staff (Individually and or in groups) agree that their Ministry is established by law, and has put in place a series of laws and policies to govern its service delivery. However, regarding the regulatory procedures, they were unable to show evidence and confirm that there are procedures and regulatory frameworks except for the HR department (The civil servants' code and procedures).
- Similarly, all the staff encountered knows the Vision and Mandate of their organization and agree that the Vision and Mandate is appropriate to the NDP-III overall goal and strategic objectives.
- On the question of effectiveness and coordination, the departments, disagreed that an effective coordination mechanism exists.
- Almost all the head of departments agree to be working effectively with key partners within Government and outside of Government. However, during the discussion, some of the staff indicated challenges working with the energy stakeholders due to the conflict of interest in the roles and responsibilities.



*The following recommendations need to be taken into specific consideration*

Assessment Area	Recommendations
Legal, Policy and Regulatory environment	<ul style="list-style-type: none"><li>Without a well-guided Legal and Regulatory Environment there would always be lapses in delivery. Therefore, it is essential to review and update the existing frameworks to match the changing dynamics;</li><li>There is need to strengthen the organizational structure;</li><li>The geology section be promoted to a “Department”, due to its importance as “<i>a mother</i>” of all other Technical and Support sectors.</li></ul>
The Technical sector (Minerals including geology, energy and petroleum)	<ul style="list-style-type: none"><li>Need an effective communication and visibility strategy to interact with all stakeholders, including, the local communities who are the hosts of Ministry projects</li><li>Develop a policy that will guide the working relations with partners;</li><li>To establish in-depth geological information and identify, assess, exploit and harness the country’s mineral resources with a view to increase the resource base of the economy.</li><li>The Section of Geology in consultation with stakeholders Particularly with Ministry of Public Works) should develop regulations on mining, quarrying and restricted minerals grapping so as to produce better results.</li><li>The MOEM is solely responsible for the policy of the petroleum sector. This includes the Downstream. Therefore, the MOEM has to cooperate with the Ministry of Trade to strengthen all regulations pertaining to the downstream.</li></ul>
Household energy	<ul style="list-style-type: none"><li>The MOEM has recognized the use of fuel wood as the main source of domestic energy in the country. Therefore, the MOEM has to establish the <b><i>Somaliland Renewable Energy Centre</i></b> (SI.R.E.C) to promote adaptive research and development of renewable energy and energy efficiency technology services as well as to coordinate all renewable energy activities in the country.</li></ul>



Support sectors (Admin/Finance, Planning, Communication, HR and ICT)	<ul style="list-style-type: none"> <li>• Strengthen the chain of coordination between the departments and sections of the ministry;</li> <li>• Develop a Monitoring and evaluation framework and plan for executing the M &amp; E;</li> <li>• To provide effective monitoring and evaluation mechanism on the dealings with all activities on regular bases;</li> <li>• Strengthen the Planning Unit of Ministry to fully execute the M&amp;E system/function which may include further capacity building and adequate resources to embark on M&amp;E visits to project sites and acknowledge and act on M&amp;E reports prepared by the M&amp;E team.</li> <li>• Proper monitoring should be encouraged by conducting quarterly and mid-year meeting to review AOP</li> <li>• Enhance the capacity of the HR department to effectively carry out its functions;</li> <li>• The ICT system should be upgraded and integrated to all department utilization;</li> <li>• More professional or on-the-job training needs to be provided for staff particularly in Work-ethics, Management, Proper and systemized archive system, M&amp;E and different types of report writing</li> </ul>
Effective Inter-Ministerial Collaboration Mechanisms	<ul style="list-style-type: none"> <li>• A Government policy or regulation should outline and guide inter-ministerial collaboration more especially with Ministry of Environment, Public works, local governments, and Ministry of Trade.</li> </ul>
Health and Safety regulations	<ul style="list-style-type: none"> <li>• Develop Health and Safety regulation for the following: <ul style="list-style-type: none"> <li>○ Within the MOEM</li> <li>○ For the Mining locations and sites</li> <li>○ Petroleum Products Health, Safety and Environment</li> </ul> </li> </ul>





 Ministry of  
**Energy and  
Minerals**