



**Ministry of Energy
And Minerals**
Republic of Somaliland



**MINISTRY OF ENERGY AND MINERALS
MINING AND MINERALS SECTOR
STRATEGIC PLAN
2025-2029**



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ABBREVIATIONS

NDP III	National Development Plan III
ODA	Official Development Assistance
AfDB	African Development Bank
NMI	
AU	African Union
EU	European Union
EIA	Environmental Impact Assessment
IA	Institutional Assessment
ICT	Information Communication Technology
KPI	Key Performance Indicator
MLC	Mining Licensing Committee
MTR	Mid-Term Review
M&E	Monitoring and Evaluation
PESTEL	Political, Economic, Social, Technological, Ecological/ Environment and Legal
SDGs	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities, Threats
WB	World Bank



FOREWORD



This strategic Plan aims to achieve inclusive growth that creates jobs, reduces poverty, improves the lives and livelihoods of the Somaliland population while expanding and diversifying the base of the economy to include the Mining and Minerals sector. Currently, the Somaliland economy is largely dependent on the livestock export and a few auxiliary sectors such as trading, financial sector including remittances and construction and real estate.

This Plan will provide the strategic focus for the mining and minerals sector during the period 2025-2029. It highlights key strategic programmes to be implemented. During the period 2025-2029, the Ministry will implement interventions in an organized and coordinated manner bringing on-board various players in the implementation of programmes aimed at accelerating achievements of the Somaliland National Development Plan III. The goal of attaining economic growth through net export earnings and fostering the socio-economic transformation for improved livelihood and employment creation remains an overarching objective. This can only be achieved through increased investments in exploration and mining backed by value addition, beneficiation, trading and dealings in minerals as well as technology and innovation.

The Mining and Minerals sector in Somaliland can be a catalyst for growth and development and has been identified in the policy trajectory as a new growth dynamic for the diversification of the economy away from heavy dependency on livestock exports which is increasingly becoming vulnerable to both natural and man-made hazards. The envisioned result of this strategic plan is not just economic growth alone but also for transformation of the economy.

The rationale behind this strategic plan is a clear understanding and appreciation of the challenges and opportunities that define the mining and minerals sector in Somaliland. The sector faces numerous challenges including poor and inadequate physical infrastructure, high cost of energy, low uptake of technology and innovation, inter and intra community conflicts, inactive licenses being held out of prestige or for speculative and brokerage purposes as well



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as inadequate financing and commercial credit among others. These challenges partly arise from and are exacerbated by the lack of international diplomatic and political recognition of Somaliland as a sovereign state despite meeting both the political and legal criteria of statehood in accordance with international law.

This Strategic Plan aims at ensuring the realization of the imperative to innovate, adapt, and ensure the sustainable growth of the mining industry. The strategy does not lose sight of the critical potential of Artisanal and small-scale mining activities and their current challenges. This Strategic Plan seeks to streamline, mainstream and formalize artisanal mining activities.

I am positive that with the support of all the stakeholders, the Ministry will effectively implement programmes set out in this Strategic Plan in a timely and seamless manner.

With the implementation of this Strategic Plan, Somaliland is set to be placed in the league of new, emerging and attractive mining jurisdictions.

H.E Eng. Ahmed Jama Barre
Minister
MINISTRY OF ENERGY AND MINERALS



ACKNOWLEDGEMENT



The 2025-2029 Strategic Plan has been developed through a participatory process involving various Stakeholders as well as the Core Team representing staff from all the Departments and offices within the Ministry. I therefore wish to extend my sincere gratitude to all those that contributed to the process of developing this Plan, in particular Dr. Fouad Idris Abdi, Senior Advisor to the Minister, Geol. Omar Abdillahi, Director of Minerals, Geol. Ahmed Sae'ed Mohammed, Head, GIS, Remote Sensing and sustainable development. Furthermore, I recognize the entire staff in the Ministry of Mines and Minerals Development for their contributions in ensuring that this Strategic Plan is developed.

Gratitude also goes to the lead consultant Mr. Abdirahman Ismail, OGW and his team of technical experts including Ms. Henrietta Nakhulo, Ms. Mariam Saleh and Mr. Abdulmajid Nasser.

It is expected that the implementation of the Strategic Plan will contribute to the attainment of the objectives and targets set out in the manifesto of the ruling Wadani Party and the vision of H.E Abdirahman Mohammed Abdillahi, President of the Republic of Somaliland as well as the National Development Plan III and Somaliland Vision 2030.

We remain enthused and hopeful that implementation of this Strategic Plan shall address the impediments and challenges facing the sector and open up the sector to grow and prosper.

Shuab Osman Mahmoud
Director General,
Ministry of Energy and Minerals, Republic of Somaliland



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Executive Summary

The Ministry of Energy and Minerals is established to ensure the sustainable development and utilization of mineral and Petroleum resources for the socio-economic growth and development of Somaliland as well as Development and implementation of the policies and strategies to develop energy power generation. This mandate is derived from the laws of Somaliland and other legal instruments.

The mineral and mining sectors core functions are to develop, implement strategies, policies and legislations so as to create an enabling environment to attract investments both at local and international levels; to regulate, monitor, evaluate and manage mining and mineral activities so as to ensure resources are developed and exploited in a sustainable and responsible manner and lastly to facilitate, coordinate, and monitor initiatives by the international, national and sub-national stakeholders in the mining and mineral sector.

The first chapter gives us a brief structural overview of the Ministry of Energy and Minerals and in particular the Mining and Minerals sector. It gives us the functions, mandates and regulations that guide mining and mineral activities in the Republic of Somaliland, including both local and global regulations, laws and policies. Lastly, it summarizes the rationale and methodology that was used to develop this strategic plan.

Chapter two summarizes the strategic Direction which the mining and minerals sector intends to take including its vision, mission and core values. The sector also lists its three (3) thematic areas and their related strategic results including its strategic thrusts.

Chapter three provides a situational analysis of both the internal and external environment, of the sector as well as stakeholder analysis. It explains the external and internal environmental factors that will affect the operations of the mining and minerals sector. It also highlights the strengths, weaknesses, opportunities and strengths of the sector within the SP period.

Chapter four gives a detailed roadmap for the mining and minerals sector options which will drive the strategic direction towards the realization of the desired results. It highlights each of the ten Result Areas (KRAs) which form the basis for the determination of strategic outcomes and targets as tangible reflections which is expected to be achieved during the plan period. It summarizes the objectives of each



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result area, outputs or activities and the foreseen outcomes if each of these outputs is realized within the planned timelines.

Chapter five lists the ways the sector through the Ministry of Energy and Minerals will mobilize resources in order to finance the planned activities and ensure financial sustainability. It also highlights how the Sector will implement robust mechanisms for efficient, effective, and economical and sustainable resource utilization in the process of implementing the strategic plan.

Lastly, the Monitoring and Evaluation (M&E) under section 6 of the implementation of the Plan is vital for ascertaining its impact. Key performance indicators that will inform management decision-making have been identified and the frequency of reporting on these indicators determined. Lastly, the chapter highlights how the Strategic Plan will be reviewed. That is on a yearly, midterm and end of term evaluation of the Strategic Plan implementation period.



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CHAPTER ONE: INTRODUCTION

1.1 Overview

The Ministry of Energy and Minerals is established to ensure the sustainable development and utilization of mineral and Petroleum resources for the socio-economic growth and development of Somaliland as well as Development and implementation of the policies and strategies to develop energy power generation. This mandate is derived from the laws of Somaliland and other legal instruments.

This chapter provides a discussion on strategy as imperative for the success of the Sector, considers national development plan III, the Somaliland vision 2030 as well as regional and international standards and best practices. It also presents the history of the mining and minerals sector and the methodology of preparing the strategic plan.

1.2 Portfolio Functions

The Sector's core functions are as highlighted below:

- I. Develop and implement strategy, policy and legislation as well as frameworks to create and support an enabling environment to attract investments in the development of Somaliland's mineral resources.
- II. Regulate, monitor, evaluate and manage mining and mineral activities to ensure resources are developed and exploited in a sustainable, beneficial and responsible manner.
- III. Facilitate, coordinate, and monitor initiatives by international, national and sub-national stakeholders in the mining and minerals sector.
- IV. Manage an efficient, transparent, stable, predictable and fair mineral rights concessions and licensing system.
- V. Promote Somaliland as an attractive mining destination.



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1.3 Organization Structure

The Ministry of Energy and Minerals is headed by the Minister who provides Policy direction, while the Director General is the accounting Officer and the administrative Head of the Ministry. The Ministry of Energy and Minerals is composed of three key sectors; namely:

- I. Energy Sector
- II. Petroleum Sector
- III. Mining and Minerals Sector

The governance architecture of the Mining and Minerals Sector at the technical level is structured as follows:

- a) Director of Minerals
- b) Head, Licensing and Concession Management
- c) Head, GIS, Remote Sensing and Sustainable Development

In unlocking the sector's full value chain potential, the Ministry collaborates with other line Ministries among others, the Ministries of Finance and Planning, Water Development and Sanitation, Environment, Health, Labor and Social Security, Justice, Lands and Natural Resources, Commerce, Trade and Industry, Tourism, Local Government and Rural Development, Foreign Affairs and Interior among others.

In addition, the Ministry collaborates with Cooperating Partners and international bodies including: The United Nations (UN), European Union (EU), World Bank (WB), African Development Bank (AfDB), Inter Governmental Authority on Development (IGAD) and African Union (AU) as well as a number of bilateral development partners.

The main areas of collaboration are: capacity building of Artisanal and Small-scale Mining Enterprises (ASMEs), minerals development and promotion, transparency and accountability in the management of mineral resources through support to legislation, regulation, policy and frameworks development. Also involved is the institutional and human resource capacity development of the ministry.



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CHAPTER TWO: STRATEGIC DIRECTION

2.1 Vision

A robust mining and minerals sector in a diversified national economy.

2.2 Mission Statement

To contribute to the transformation of Somaliland's economy through sustainable utilisation of the country's resources by maximizing benefits accruing from mineral value chains.

2.3 Core Values

- Transparency and accountability
- Efficiency and Effectiveness
- Environmental Sustainability
- Integrity
- Team work and professionalism
- Innovation and Creativity
- Research and Development
- Gender Equity
- Inclusiveness
- Empowerment and Participation



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2.4 Core Functions

- I. Develop and implement strategies, policies and legislation to create and support an enabling environment to attract investment in the development of Somaliland's mineral resources.
- II. Regulate, monitor, evaluate and manage mining and mineral activities to ensure resources are developed and exploited in a sustainable and responsible manner.
- III. Facilitate, coordinate, and monitor initiatives by international, national and sub-national stakeholders in the mining and mineral sector.
- IV. Manage an efficient, transparent and fair concession and licensing system

Manage a stable, predictable and transparent fiscal regime that makes Somaliland an attractive mining jurisdiction whilst maximizing benefits for the people and the nation.

2.5 Strategic Themes and Results

To realize the vision and mission, the Mining and Minerals will focus on three (3) thematic areas and their related strategic results as follows:

- I. **Exploration and Mining Development and Management:** To provide and assist stakeholders on geological data, mineral resources, administration of mining and mineral resources, close supervision and regulation for appropriate and effective development of the sector.
- II. **Safety, Health and Environment:** Promotion of exploration, mining, mineral processing, value addition and beneficiation to ensure environmental, public health and safety.
- III. **Operational Excellence:** To ensure alignment with national policies, laws and regulations as well as international standards and best practices.



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2.6 Strategic Thrusts

To accomplish its Mission, Strategic Results and Vision, the Ministry will in the next five (5) years, pursue the following eight (8) strategic thrusts as presented in the table below.

Table 1 Strategic Thrusts by perspective

NO.	Perspective	Strategic Objective
1	Technical and Institutional Capacity	<ul style="list-style-type: none"> a. Enhance human resource and institutional capacity to better manage and develop the mining and minerals sector. b. Enhance Development and Management of exploration, mining, processing, mineral value addition and beneficiation.
2	Resource mobilization and revenue management	<ul style="list-style-type: none"> a. Enhance Financial Resource Mobilization and investments in the sector b. Enhance revenue management i.e royalties, taxes, levies, fees and charges
3.	Quality Management Systems and Process	<ul style="list-style-type: none"> a) Establishment and Management of an online transactional Cadastral System b) Enhance processing of licenses and permits c) Improve Management Processes and Procedures. d) Enhance Institutional Infrastructure and Operational Equipment. e) Facilitation and guidance of mining stakeholders and industry players f) Review of work programs, reports and compliance with other obligations g) GIS and remote sensing h) Geo data bank



4.	Marketing and Promotion	a. Improve promotion and marketing of Somaliland's mineral resources: <ul style="list-style-type: none">• Organise trade fairs and exhibitions (in-country and overseas)• Develop IEC promotional materials• Create partnerships and collaborative frameworks• Webinars and online platforms• Participation in international sector conferences and forums
5.	Mineral processing value addition and beneficiation	a) Smelting b) Polishing and cutting of gemstones c) Refining d) Processing e) Manufacturing
6.	Health, Safety, environment and sustainability	a) Improve Mining Safety and health Standards. b) Elimination of child labor c) Gender equity and mainstreaming d) Preventing environmental pollution e) Environmental protection (water resources, pollution, dust control, bio diversity) f) Mine rehabilitation and restoration g) Control and Management of hazardous chemicals and other dangerous substances
7	Internationally accredited Scientific Laboratory	a) Establish and manage an internationally accredited geo scientific laboratory for testing, assay and certification of minerals



8.	Corporate Social Responsibility (CSR)	a) Promoting Public participation b) Public education and awareness creation c) community projects (managing implementation of community development agreements - CDA projects) d) Community engagements and Liaison e) Conflict resolution and management
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2.7 Strategic Objectives

- I. To ensure the sustainable exploitation, management and utilization of mineral resources;
- II. To monitor and assess geological hazards for proper planning and instituting possible mitigation measures
- III. To strengthen national, regional and international cooperation in mineral resources management and development
- IV. To ensure a Robust and dynamic institutions for managing mineral concessions, dealings and value addition.
- V. To ensure a robust marketing and promotion of mineral resources
- VI. To undertake/facilitate expansive mineral exploration



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CHAPTER THREE: Constitutional, Legislative and Other Mandates

There are a number of constitutional provisions, statutes and other policy instruments that inform and guide the operations of public institutions including the mining and minerals sector. These include: The Constitution of the Republic of Somaliland, legislative frameworks which are enshrined in the specific Acts of Parliament, policies and international and regional obligations.

Drawing from the various legal instruments that created departments that are under the Ministry, Sector's mandate is to ensure sustainable development, management and utilization of mineral resources for the socio-economic growth and development of Somaliland.

The governance architecture of the mining and Minerals sector is guided by the following key legislations, regulations and policy instruments:

- I. Somaliland Mining Act
- II. Somaliland Mining and Minerals Policy – 2025
- III. Somaliland Mining Regulations and Guidelines
- IV. Somaliland Artisanal and Small-scale Mining Framework

This is backed by and aligned with various other national laws and regulations i.e. Finance and taxation laws, environmental laws, Labor Laws, Investment and Commerce Laws, Land Laws among others.

3.1 Regulation of Mining Activities

3.1.1 Economic Rights and the Role of the State

- **Provision:** The Constitution of the Republic of Somaliland places the responsibility for economic development in the hands of the state, emphasizing that the government must manage economic activities to ensure sustainable development and the welfare of the people.



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- **Interpretation:** The mining and minerals sector is considered to be a key driver of Somaliland's economic development. The state is tasked with creating the necessary laws, policies, regulations and incentives to promote responsible, sustainable and exploitation of the country's mineral resources while maximizing benefits to the public and ensuring economic growth. The state is desirous of ensuring shared benefits between investors in the sector and the State and people of Somaliland.

3.1.2 Article 20: Lawmaking and Resource Management

- **Provision:** The Constitution of the Republic of Somaliland grants Parliament the authority to enact laws governing the use of natural resources, including minerals, as well as regulating how these resources should be extracted and managed.
- **Interpretation:** This empowers Parliament to pass laws that govern the mining and mineral sector, including those related to exploration, extraction, environmental protection, and revenue management. The legal framework and policy for mining is expected to reflect both national and international standards.

3.2 Environmental Protection and Sustainable Development

3.2.1 Article 23: Environmental Protection

- **Provision:** The Constitution of the Republic of Somaliland emphasizes the importance of protecting the environment and ensuring that natural resources are used in a manner that is sustainable for future generations. This includes addressing the impact of activities such as mining.
- **Interpretation:** Mining operations must adhere to environmental protection standards, minimizing harm to ecosystems, biodiversity, and local communities. It is expected that the government will implement environmental laws, regulations and policies and ensure that mining activities do not degrade the environment or pose a threat to public health and safety.

3.2.2 Article 25: Sustainable Use of Resources



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- **Provision:** The Constitution of the Republic of Somaliland outlines the obligation of both the state and other actors to promote sustainable resource management practices, including the management of minerals and other natural resources.
- **Interpretation:** This provision mandates that the government must regulate mining in a way that ensures the long-term health, safety and prosperity of Somaliland's environment and resources, balancing economic development with ecological preservation.

3.3 Mineral and Resource Extraction Concessions

3.3.1 Article 15: Ownership of Land and Mineral Rights

- **Provision:** The Constitution of the Republic of Somaliland stipulates that all land in Somaliland is owned by the state. However, the right to extract minerals from that land can be granted to private individuals or companies through licensing, subject to national laws, policies and regulations.
- **Interpretation:** The government has the authority to issue mineral rights concessions, leases, licenses and permits to companies and individuals for the exploration and extraction of minerals. These rights are regulated to ensure that mining activities align with the national interest and comply with legal and environmental, health and safety standards.

3.3.2 Article 30: Concessions and Economic Agreements

- **Provision:** The Constitution of the Republic of Somaliland grants the government the authority to enter into concessions and agreements with foreign or domestic entities regarding the exploration and extraction of resources, including minerals. These agreements are subject to the laws of Somaliland and must reflect fair compensation for the use of national resources.
- **Interpretation:** This provision ensures that any mining concessions granted to foreign or local companies are subject to the terms and conditions set forth by the government. The contracts must adhere to the Constitution's principles of public ownership, economic fairness, and transparency.



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3.4 Revenue and Distribution of Resource Income

3.4.1 Article 18: Economic Justice and Fair Distribution

- The government of the Republic of Somaliland must ensure that revenues generated from mining and minerals sector are fairly distributed, benefiting not only private entities involved in mining but also the broader public. This could involve the creation of a sovereign wealth fund or other mechanisms for channeling mining revenues into national development projects, public services, and community welfare.

3.4.2 Article 24: Use of National Resources for National Development

- The Constitution mandates that the state must utilize the wealth generated from natural resources, including minerals, for the sustainable development of the nation. Mining revenues to be directed toward improving public services and addressing key development challenges in Somaliland by promoting transparency measures to ensure the fair and responsible use of resource revenues.

3.5 International and Domestic Investments in Mining

3.5.1 Article 17: Foreign Investment and Economic Cooperation

- **Provision:** The Constitution of the Republic of Somaliland allows the government to enter into international agreements and partnerships, including with foreign investors in the mining sector, to develop the country's natural resources.
- **Interpretation:** This section provides the legal basis for attracting foreign investment in the mining industry, especially for the exploration, extraction, and processing of minerals. These partnerships should be structured to ensure that foreign investments comply with the Constitution's provisions on public ownership, resource management, and economic justice.



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3.5.2 Article 29: Development of Key Sectors

- **Provision:** The Constitution of the Republic of Somaliland encourages the development of key economic sectors, including mining, as part of Somaliland's broader strategy for economic growth and self-sufficiency.
- **Interpretation:** The government shall actively promote and support the mining and minerals sector through policies that incentivize both domestic and foreign investment. This includes creating a favorable legislative, policy and regulatory environment for the sector ensuring that mining activities are aligned with national goals.

3.6 Alignment with Global Regulations:

1. **United Nations Sustainable Development Goals (SDGs):** Adopt mining practices that align with SDGs, particularly SDG 12 (Responsible Consumption and Production), SDG 13 (Climate Action), SDG 8 (Decent Work and Economic Growth) and SDG 1 (end poverty everywhere).
2. **International Environmental Laws:** Stay compliant with international environmental agreements such as the Paris Agreement on climate change. The mining and minerals sector shall be aligned with global carbon reduction targets and implement strategies for reducing greenhouse gas (GHG) emissions.
3. **Human Rights and Labor Standards:** Ensure adherence to the **ILO Core Labor Standards**, ensuring fair wages, workplace safety, and the elimination of child labor as well as protection and inclusion of women. Commit to the Pillars of the Africa Peer Review Mechanism under the New Partnership for Africa Development (NEPAD).
4. **Adopt Best Practices on Transparency, Anti-bribery and corrupt practices:**
 - Ensure alignment with international best practices with transparency in the sector to address pilferage, fraud and other corrupt practices



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3.6.1 Africa Union Agenda 2063

Agenda 2063 stands as Africa's comprehensive blueprint for realizing the continent's shared dreams encapsulated in "The Africa We Want." This strategic vision outlines the trajectory for socio-economic advancement spanning the next five decades, organized through ten-year plans. The Ministry of Energy and Minerals will persist in spearheading, coordinating, and disseminating Somaliland's pivotal development priorities, aligning them with the focal points highlighted within Africa's Agenda 2063.

Some of the focal points include: provision of a high standard of living and well-being for those engaged directly and indirectly in the mining industry; transforming the economy by contributing to the GDP; working in a sustainable environment by employing environmentally friendly measures; providing transformative leadership that will give rise to a productive mining and minerals sector and enhancing gender equality within the mining industry. The Ministry will endeavor to harness the natural resources in the country in an efficient and effective manner in line with this Agenda.



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CHAPTER FOUR: RATIONALE FOR DEVELOPMENT OF THE 2025-2029 STRATEGIC PLAN

The development of this Strategic Plan is necessitated by the need to define a new strategic focus for the sector to make it robust, attractive and major contributor to revenue base and the GDP. Therefore, the Plan provides strategic direction for the Sector to contribute in stimulating economic growth, job creation and the country's transformation agenda in the next five (5) years.

4.1 Methodology

The 2025 -2029 Strategic Plan was developed with technical support from a team of International consultants and experts backed by the Ministry's technical team. In developing this strategic plan, the drafters undertook comparative reviews of various mining jurisdictions to infuse the best practices and standards in the mining sector.

In addition, stakeholder analysis was conducted and engagements were undertaken. During the analysis, all the stakeholders were mapped and representative samples selected for engagements. The groups were separately engaged as clients, management staff and other stakeholders (individuals/institutions not receiving a service from the Ministry but may be affected by its decisions). The purpose of the engagements was to seek information on the current and future outlook of the Sector as well as suggest areas of focus to enhance the execution of the mandate through implementation of this strategic plan.

Subsequently, development of this strategic plan entailed Organization Development, determining the strategic direction of the Sector for the next five (5) years. Information collected from the Institutional assessment (IA) was used to determine the strategic direction which involved formulating the Vision, Mission, Core Values, Strategic Themes, Strategic Results, Strategic Objectives, Intended Results, Measures, Targets and Strategies (Initiatives). The Strategic Plan was validated by various stakeholders and approved by the Cabinet Office.

Preparation of the strategic plan was informed by the constitution of Somaliland, various statutes, policies as well as the National Development Plan III and the Somaliland Vision 2030. This SP is also aligned with the African Mining Vision, The



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AU Agenda 2063, UNSDGs and other international standards and best practices

The formulation of the strategy was guided by the following steps;

Step 1: Initiation of the Strategic Plan Process

The process commenced by engaging in discussions regarding the terms of reference between the technical team from the Ministry and the International consulting team. Subsequently, a preliminary inception report was developed, delineating the background, objectives, scope, methodology, work plan and tools for data collection were developed.

Step 2: Strategic Plan Development

An inclusive and collaborative method was employed to engage all primary stakeholders, Management, Staff, and other involved parties. The process of developing a new strategic plan was undertaken through a process involving the following stages:

- a) Desk review of the Mining and Minerals sector relevant documents;
- b) Development of a working document; and
- c) Interactive workshops with management and Strategy Planning development committee.

Step 3: Strategic Plan validation

A draft strategic plan was shared with the internal and external stakeholders for validation and feedback. Internal consultations, meetings and workshops were held at the Ministry as well as external workshops with a broad range of stakeholders including key line ministries, industry stakeholders, community and opinion leaders as well as civil society and other advocates.

Step 4: Finalization and dissemination of the Strategic Plan

In the last step, the strategic plan was then finalized and publicized. The validated draft strategic plan was submitted to the Minister of Energy and Minerals for review and feedback to inform finalization of the document.

Step 5: Cabinet approval



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The final draft of the SP was then presented by the minister to cabinet for review, consideration and approval. Once cabinet approval was granted, the SP was set in motion for implementation.

CHAPTER FIVE: SITUATIONAL AND STAKEHOLDER ANALYSIS

5.1 Overview of the situational and stakeholder analysis

This chapter provides a situational analysis of both the internal and external environment of the Mining and Minerals Sector in Somaliland as well as stakeholder analysis. The external environment focuses on political, environmental, social, technological, economic and legal (PESTEL) factors followed by a tabulated summary of the, opportunities and threats.

The internal environment provides an assessment of the governance architecture and administrative structures, internal business processes, resources and capabilities. A summary of the weaknesses and strengths of the internal environment is then provided. The stakeholder analysis looks at the roles of the various stakeholders and expectations. This analysis also provides insights into issues such as lack of financing and investments in the sector. It also highlights opportunities that can be achieved through Public-Private partnerships to finance mining projects to the benefit of both the investor and the public.

5.2 SWOT Analysis

The minerals and mining sector conducted an analysis of its Strengths, Weaknesses, Opportunities and Threats (SWOT). The analysis identified the factors within the Ministry in respect of Strengths and Weaknesses that would facilitate or hinder respectively, the implementation of the identified interventions. In addition, the analysis identified factors outside the Ministry in respect of Opportunities and Threats that would facilitate or hinder respectively the implementation of the identified interventions. Table 1 below highlights the Strengths, Weaknesses, Opportunities and Threats of the Sector.



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Table 2 SWOT analysis for the Mining and Mineral Sector

SWOT ANALYSIS FOR THE MINING AND MINERALS SECTOR 2025-2029 STRATEGIC PLAN				
KEY RESULT AREA (KRA)	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Provision of Mining and mineral sector Services External	<ul style="list-style-type: none"> A strong, functional, stable, secure and peaceful democratic nation. Existing Somaliland constitution, legal statutes, relevant policies and national strategies such as the Somaliland Vision 2030 as well as the Somaliland National Development Plan III Well developed social 	<ul style="list-style-type: none"> inadequate dissemination of information on mining and minerals issues to the general public as well as to industry players including mining and Minerals Policy, Mining Act and Mining Regulations. Gaps in human resource 	<ul style="list-style-type: none"> Rich and diverse Geology with diverse unexplored and unexploited mineral resource endowments. There is political will in supporting mining sector interventions by the new administration Progressive and 	<ul style="list-style-type: none"> Information gap among various stakeholders in the sector. Pandemic/natural disasters Conflicts (inter and intra community conflicts, conflicts between communities and industry players especially foreign



	<p>and physical infrastructure (Berbera Port, International airports, Berbera road corridor, well developed free zone at Berbera Port)</p>	<p>development in the sector at all levels i.e. lack of certain technical skills in the workforce including mining engineers, mining inspectors, metallurgists, chemical and other explosive experts, gemologists, mineral economists and mining law experts etc.</p> <ul style="list-style-type: none"> • Mining is mostly artisanal and small scale with only a handful of large-scale mining activities taking place in the country. • Limited exploration of minerals therefore 	<p>investor friendly mining and minerals governance architecture including mining code, mining regulations, mining policy and an attractive fiscal regime.</p> <ul style="list-style-type: none"> • Increase in demand for mineral commodities and a wide market base internationally, especially in critical minerals, gold, precious metals and gemstones • Support from various stakeholders (development partners, CSOs, the private sector 	<p>ones)</p> <ul style="list-style-type: none"> • Limited access to finance and credit facilities especially for ASM. • Use of hazardous chemicals and other substances including explosives especially by ASM. • Lack of formalization of ASM activities • Speculative and brokerage practices resulting in inactive licenses. • Lack of coordination and coherence between relevant line ministries
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		<p>constraining, promoting the country to prospective investors in the sector due to lack of adequate data on mineralization.</p> <ul style="list-style-type: none">• Minerals exported as raw materials i.e raw ore and uncut and unpolished gemstones• Insufficient funding for institutional and human capital development• Inadequate technology for mineral exploration and mining.	<ul style="list-style-type: none">• Leverage Public Private Partnerships to invest in the sector• An increased interest in the sector by both local and foreign investors• Strategic location of Somaliland in the Gulf of Aden and Red Sea with close proximity to Bab El-Mandeb Strait and the Suez Canal which are important global shipping and trade routes.• Close proximity to markets in the Middle East	<ul style="list-style-type: none">• Under funding of the ministry responsible for mining and minerals by the state despite its contribution to the economy, employment and wealth creation.
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| | | <ul style="list-style-type: none">Lack of recognition by the international community which constrains the ability of Somaliland to subscribe to International institutions such as EITI, African Minerals Development Center, ALSF and Connex among others and to attract ODA and commercial credit | especially Dubai which is a major hub for minerals. | |
|--|--|---|---|--|



	<ul style="list-style-type: none"> • Availability of some qualified and experienced staff working in the sector 	<ul style="list-style-type: none"> • Limited infrastructure to support mining activities such as an internationally accredited laboratory. • Insufficient geo-scientific data • Lack of a computerized information system and data bank for mining (Mining cadaster) 	<p>and the communities)</p> <ul style="list-style-type: none"> • Increased Public-Private Partnerships linkages. • Possibility of Value addition techniques • Availability of national and regional training institutions • Growing demand for information from the public 	<p>frameworks and tools in some cases</p> <ul style="list-style-type: none"> • Unfair International mineral pricing mechanism • Dominance in financing by foreign companies making local industry players to seek joint ventures with foreigners • Lack of funding for the sector from both state and private sector financial institutions in the country. • Lack of international development Aid
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				<p>(Minimal ODA in flows)</p> <ul style="list-style-type: none">• Lack of international commercial credit• High cost of power and lack of an integrated national power Grid system• Poor road infrastructure to mining sites which are in remote areas
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Table 3 Pestel Analysis for the Mining and Minerals Sector

PESTEL ANALYSIS FOR THE MINING AND MINERALS SECTOR 2025-2029 STRATEGIC PLAN				
No.	CATEGORY	RISK	IMPACT	MITIGATION
1	Political	<ul style="list-style-type: none"> • Lack of recognition of Somaliland as a sovereign and independent state by the international community • Political interference and against Somaliland by Somalia • Political interference by local influence peddlers as well as opinion leaders sometimes for brokerage • Merging and splitting of the Ministry • Change of leadership at the ministry 	<ul style="list-style-type: none"> • Constrained participation by Somaliland in international affairs • Limited access to ODA inflows • Lack of access to private international finance and commercial credit • Constrained investment environment • Expensive insurance • Ill-advised and negative travel advisories • Lack of continuity in focus leadership due to potential transfers or changes in the ministry leadership • Unscrupulous actors and 	<ul style="list-style-type: none"> • Aggressive strategy for international recognition • Strict adherence to laws and regulations • More emphatic campaigns with elaborate strategies to promote Somaliland as an emerging mining jurisdiction • Promote local insurance companies with international affiliates • Promote local private sector financing and investments in the sector



			<p>brokers operating outside the law leading to higher cost of doing business.</p> <ul style="list-style-type: none">• Speculative activities resulting to inactive licenses• Loss of government revenue as a result of corruption• Discontinuity of projects and programs due to change of policy priorities• Poor Service Delivery• Gross Underfunding of the ministry by the state	<ul style="list-style-type: none">• Promote and facilitate investments by Somaliland diaspora community• Extra budgetary resources for the sector both to the Ministry as the regulator and to industry especially ASM by government• Stakeholder sensitization, awareness creation and education on the relevant laws, policies and regulations governing the sector.• Community engagements and sensitization to create awareness• Strengthened compliance and enforcement mechanisms
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				<ul style="list-style-type: none"> • Collaboration, coordination and coherence between various state agencies • Enhance the role of NPC on project implementation to ensure that • projects/programs are not discontinued
2	Economic	<ul style="list-style-type: none"> • Limited access to finance and credit hence constrained investment in the sector • Lack of access to markets • Weak compliance and enforcement for payment of taxes, royalties, levies, fees and charges 	<ul style="list-style-type: none"> • High costs of doing business 	<ul style="list-style-type: none"> • Ensure stable macroeconomic conditions
		<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Stunted growth of the sector 	<ul style="list-style-type: none"> • Initiating PPPs • Linkages with financial institutions
			Loss of revenue to the government	Strengthened oversight capacities for compliance and enforcement (increased inspections by the ministry)



		<ul style="list-style-type: none"> • Unstable and unpredictable tax rates and tax incentives to the sector 	<ul style="list-style-type: none"> • Lack of investor confidence 	<ul style="list-style-type: none"> • Progressive tax regimes
		<ul style="list-style-type: none"> • Unstable international prices and volatility of international markets 	<ul style="list-style-type: none"> • Low investments in the sector 	
		<ul style="list-style-type: none"> • Transfer pricing • Exports of raw minerals with no value addition 	<ul style="list-style-type: none"> • Loss of revenue • Loss of value for minerals and exportation of jobs to foreign countries 	<ul style="list-style-type: none"> • Strict monitoring • Strict adherence to laws and regulations • An attractive fiscal regime which is stable, transparent and predictable <ul style="list-style-type: none"> • Increased local financing and investments in the sector
		<ul style="list-style-type: none"> • Unscrupulous foreign investors 	<ul style="list-style-type: none"> • Loss of revenue to the state and benefit to the people 	<ul style="list-style-type: none"> • Scrutiny and inspections of applicants and existing operators • Education and sensitization • Enhanced inspections, compliance and enforcement
3	Social	<ul style="list-style-type: none"> • Intra and inter community conflicts • Community- Industry players conflicts 	<ul style="list-style-type: none"> • Mistrust between mining actors and communities resulting in disruptions of mining 	<ul style="list-style-type: none"> • Social dialogue between communities, government And mining actors <ul style="list-style-type: none"> • Increased awareness and



			operations.	<p>public participation</p> <ul style="list-style-type: none"> • CSR projects in communities where exploration and mining operations are done • allocating job and business opportunities for local communities as envisaged in the local content regulations
		<ul style="list-style-type: none"> • Low literacy levels 	<ul style="list-style-type: none"> • Unavailability of semi-skilled and skilled labor 	<ul style="list-style-type: none"> • Undertake formal, informal and skills training Initiatives
		<ul style="list-style-type: none"> • Undue influence from CSOs 	<ul style="list-style-type: none"> • Negatively affects mining operations 	<ul style="list-style-type: none"> • Social dialogue
4	Technological	<ul style="list-style-type: none"> • Low Rate of technology adoption 	<ul style="list-style-type: none"> • Poor service delivery • Low productivity 	<ul style="list-style-type: none"> • Invest in ICT, research and development
5	Environmental Health and Safety	<ul style="list-style-type: none"> • Pollution 	<ul style="list-style-type: none"> • Community and workforce health and safety are compromised • Environmental degradation • Pollution of water sources leading to water borne diseases 	<ul style="list-style-type: none"> • Enforce environmental and social protection laws • Frequent inspections of mining sites • Encourage environmentally friendly mining practices



	<ul style="list-style-type: none"> • Chemical Hazards 	<ul style="list-style-type: none"> • Use of hazardous chemicals especially by artisanal miners (mercury and cyanide) etc. leading to tragic and chronic diseases both long term and short term • High incidences of cancer, skin diseases and respiratory infections • Contamination of water and vegetation 	<ul style="list-style-type: none"> • Sensitization and awareness creation • Inspections, compliance and enforcement
	<ul style="list-style-type: none"> • Child Labor 	<ul style="list-style-type: none"> • Children involved in mining activities risking their lives and health • Exploitation of children 	<ul style="list-style-type: none"> • Promote public education and awareness on the dangers of child labor • Inspections resulting in compliance and • Enforcement of the law and regulations
	<ul style="list-style-type: none"> • Climate change 	<ul style="list-style-type: none"> • Drought • Mine flooding and ground instability 	<ul style="list-style-type: none"> • Adopt water conservation technologies • Proper mine designs and mine site plans • Inspections, compliance and enforcement
	<ul style="list-style-type: none"> • Deforestation 	<ul style="list-style-type: none"> • Loss of biodiversity and 	<ul style="list-style-type: none"> • Strict compliance and



			<p>food security</p> <ul style="list-style-type: none"> • Lead to long term climate change i.e. cyclical droughts, erratic rainfall patterns, floods and famine. 	<p>enforcement of relevant regulations</p> <ul style="list-style-type: none"> • sensitization and awareness creation
		<ul style="list-style-type: none"> • Safety and occupational hazards 	<p>Injuries and Fatalities as a result of mining activities</p>	<ul style="list-style-type: none"> • Training, sensitization and awareness creation on • Safety in mining • Inspection, compliance and enforcement of relevant regulations • Mechanical control measures • Operational safe work procedures
		<ul style="list-style-type: none"> • Exclusion and marginalization of women 	<ul style="list-style-type: none"> • Lack of gender parity in mining and mineral activities • Exclusion of women in the sector 	<ul style="list-style-type: none"> • Gender mainstreaming • Protection of women against abuse • Organizing women to participate effectively in the sector • Financing of women activities • Awareness and education of women



CHAPTER SIX: KEY RESULT AREAS, STRATEGIC OUTCOMES AND OUTCOME TARGETS

This Chapter gives a detailed roadmap for the Mining and Minerals Sector options which will drive the strategic direction of the Mining and minerals Sector towards the realization of the desired results. It highlights Key Result Areas (KRAs) which form the basis for the determination of strategic outcomes and targets as tangible reflections which is expected to be achieved during the plan period. These strategic outcomes are aligned to the KRAs and constitute the strategic direction that it will take between 2025 and 2029.

The strategic direction has thus been defined to set the pace for a more focused approach to achieve the sector's intended results. Details of the KRAs, strategic outcomes and outcome targets are shown in the Table below:

Table 4 Key Result Areas, Objectives, Activities and Outcome

RESULT AREA	OBJECTIVES	OUTPUTS	Timelines	OUTCOME
1. Improved governance architecture for the Mining and Minerals sector.	An improved enabling Policy, legal and regulatory environment in which the various actors in the mineral sector interact.	<i>Mining and Minerals Policy</i> <ul style="list-style-type: none"> Review the Mining and Minerals Policy Stakeholder consultations for awareness creation and ownership Mining and minerals policy implemented Institutions and infrastructure envisioned in the policy and strategy planed for and implemented incrementally 	2025/2026	<ul style="list-style-type: none"> Improved and better policy environment Increased in confidence and investments in the mining and minerals sector Improved revenues from mining and mineral activities



		<p><i>Mining Regulations</i></p> <ul style="list-style-type: none">• Review Somaliland Mining Regulations• Stakeholder consultations to create awareness about the mining regulations• A catalogue and compact of mining regulations created both in soft and printed hard copies• Mining Regulations implemented	2025/2026	<ul style="list-style-type: none">• Better awareness and implementation of the Somaliland Mining Regulations by stakeholders and industry players• Improved inspections, compliance and enforcement• Sanitized mineral rights and licensing register (inactive licenses activated or revoked and concession areas freed).• Popular versions of the Mining
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				<p>Policy and the Mining Act.</p> <ul style="list-style-type: none">Stakeholders trained and enlightened on the policy, the Act and Regulations
		<p><i>Mining Act</i></p> <ul style="list-style-type: none">Review the Somaliland Mining Act	<p>2025-2026</p>	<ul style="list-style-type: none">Better Clarity and improvements in the Mining Act.



		<ul style="list-style-type: none">• Engage and hold consultations with relevant parliamentary committees in the review of the Mining Act.• Popularize the Act to create awareness among industry players, communities, CSO/ advocates and relevant line ministries.		<ul style="list-style-type: none">• Enhanced awareness of the Mining Act by different stakeholders.• Improved governance architecture of the sector• Increased investments in the sector• Increased revenues from royalties, taxes, fees, levies and other charges• Enhanced economic activities and improved livelihoods of host communities• Improved infrastructure
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	<p>Strong, transparent, stable, predictable and participatory governance processes.</p>	<ul style="list-style-type: none"> • Public participation and stakeholder consultations. • Popular versions of the policy, the Mining Act and Regulations drafted, published and distributed widely among key stakeholders. 	<p>2026</p>	<ul style="list-style-type: none"> • Improved awareness by stakeholders of laws, policies and regulations governing the sector. • Increased interest and investments in the sector • Better management of the sector • Better compliance • Increased revenues
	<p>Increased investments in the sector.</p>			<ul style="list-style-type: none"> •
<p>2.Fiscal Regime</p>	<p>Provide for a fiscal regime that is simple, stable, transparent, and predictable which ensures a fair, consistent</p>	<ul style="list-style-type: none"> • Undertake a review and diagnostic study of the current mining fiscal regime with respect to other laws; 	<p>2025</p>	<ul style="list-style-type: none"> • An integrated and comprehensive mining fiscal regime.



	<p>and appropriate value of mineral resources.</p>	<ul style="list-style-type: none">• Identify limitations in the current fiscal regime and its administration• Engage with ministries of Finance and Investments as well as Somaliland Chamber of Commerce and Industry on the best and most practical Fiscal regime for the sector		<ul style="list-style-type: none">• Improved and attractive fiscal environment• Increased investments in the Mining and Minerals Sector• Increased revenues• Expansion of mining and mineral activities in the country• Better coordination and coherence between the regulator and other line ministries
	<p>Provides fair return for the loss of non-renewable mineral resources.</p>	<p>Review royalty rates; tax instruments i.e. corporate tax, levies and charges imposed on various mineral rights and mineral commodities and products</p>	<p>2025-2029 (throughout the plan period)</p>	<ul style="list-style-type: none">• A clear Royalty sharing framework between the mining investors, Somaliland government and host communities



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				<ul style="list-style-type: none">• Fair value-based royalties to government and communities.• Fair and competitive royalties• Improved and better processing and disbursements of royalties especially to communities• Increased income for host communities• Better livelihoods and standards of living for host communities
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RESULT AREA	OBJECTIVES	OUTPUTS	TIMELINES	OUTCOMES
3. Concession Management & Mineral Rights	Establish a simple, transparent and efficient framework for issuance and administration of mineral rights, licenses and permits.	<ul style="list-style-type: none"> • Review existing licensing and permitting procedures and processes • Take stock of existing mineral rights, licenses and permits; • Establish a mineral rights registry • Review functions, staffing, and Standard Operating Procedures (SOPs) for issuance of mineral rights, licenses and permits; • Establish a technical evaluation committee for license application; 	2025-2029 (throughout the plan period)	<ul style="list-style-type: none"> • A simple, fair, efficient and transparent licensing and permitting system implemented • Established an online transactional cadastral system • Stakeholders trained and awareness created on the use of the online transactional cadastral system • Improved governance of mineral rights issuance and licensing • Improved efficiency in licensing and permitting • Fair allocation of mineral rights, licenses and permits premised on first come, first served basis • Reduced conflicts in mineral rights concessions • Better inspections, compliance and enforcement • Improved revenue collections • Improved audits of mineral activities including production, revenues, exports etc.



4. Human and institutional Capacity	To develop a capacity development plan for institutional and human capital development.	<ul style="list-style-type: none">• Establish a National Mining Institute (NMI)	2026	<ul style="list-style-type: none">• NMI established and operational• Linkages, partnerships and affiliations with regional and international institutions and centers of learning and academic excellence• Technical staff trained at the NMI to better their skills• More human capital from other institutions trained in various fields to work in the sector• Opportunities created for students to study mining and mineral related courses• Stakeholders including communities, industry players and relevant line ministry officials trained on various aspects of the mining and minerals sector• Overall improved knowledge and skills of the technical staff
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				<p>and sector players</p> <ul style="list-style-type: none">• Improved research and development as well as knowledge management for the sector



RESULT AREA	OBJECTIVES	ACTIVITIES	TIMELINES	OUTCOME
development.	Enhance institutional and human resource capacity for efficiency in the mining and minerals sector.	<ul style="list-style-type: none"> Review and assess the current human capital and institutional framework at the Ministry. Institute mechanisms for continuous assessment and mentorship. Identify and create linkages with local and overseas training institutions. Review and align organizational structure of the sector responsible for mining and minerals in the Ministry. Evaluate, re-assign and capacitate technical officers on core functions for specialization. Review institutional and human capital strengths and weaknesses including training needs. Formulate training packages including on the job training and other 	2026-2027	<ul style="list-style-type: none"> Assessment report of the institutional and human capital training needs and skills gaps. Database on linkages and collaborative partnerships and institutions established. (actual and prospective) Improved knowledge and skills of technical staff Curriculum for the skills training in the industry developed and implemented Improved infrastructure at the department and offices dealing with mining and minerals sector such as servers, computers, printers etc.



		<p>tailor-made training programmes.</p> <ul style="list-style-type: none">• Create linkages with other government ministries and agencies as well as other partners and stakeholders to enable collaboration and synergies.• Identify and capacitate champions within the Ministry and in other ministries and agencies for better coordination, collaboration and coherence.• Review and repackage core curriculums related to mining and minerals being offered by national training institutions.		
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RESULT AREA	OBJECTIVES	ACTIVITIES	TIMELINE S	OUTCOME
5. Mineral Promotion, marketing and value addition.	To provide for a framework and mechanism for mineral beneficiation and value addition, marketing and promotion.	<ul style="list-style-type: none"> Review and document constrain to mineral beneficiation and value addition Set up institutional frameworks for mineral beneficiation, marketing and promotion Establish a gem center and lapidary for engraving, cutting and polishing gemstones as well as for exhibiting and trading colored gemstones Develop a data base of Somaliland's mineral resources with an up-to-date geological resources map Develop promotional materials Establish a website for mineral promotion 	2026-2029 (throughout the plan period)	<ul style="list-style-type: none"> Report on Somaliland's mineral potential Data bank and geological resource map Bankable projects compact More awareness about Somaliland mineral resources More investments in the Mineral and Mining Sector Increased revenues for the Somaliland government Increased profits for the industry Increased incomes for host communities Increased employment, better livelihoods standards Increased economic activities



		<p>and marketing</p> <ul style="list-style-type: none">• Exhibitions and mineral trade fairs and various international mining and minerals conferences• Establish partnerships for promotion and marketing of Somaliland as an emerging and attractive mining jurisdiction• Develop and package bankable mining and mineral projects• Organize and hold national and international dedicated conferences for auctioning minerals concession blocks		
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	<ul style="list-style-type: none">• Create and promote Somaliland brand minerals• Promote Somaliland as an emerging premier and attractive Mining and mineral jurisdiction	<ul style="list-style-type: none">• Undertake a comprehensive study on Somaliland's mineral resource potential through exploration, assaying and branding• Promote and market Somaliland brand minerals• Establish and implement an elaborate mineral branding and certification system	2027 - 2029	<ul style="list-style-type: none">• Increased awareness and demand for Somaliland brand minerals• Increased investments and trading in Somaliland brand minerals• More investments in the Mineral and Mining Sector• Increased revenues for the Somaliland government• Increased profits for the industry• Increased incomes for host communities• Increased employment and better livelihoods standards• Increased economic activities
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RESULT AREA	OBJECTIVES	ACTIVITIES	TIMELINE	OUTPUT/OUTCOME
		<p>conferences.</p> <ul style="list-style-type: none"> Collaborate and partner with private sector entities, banking and other finance institutions as well as development partners to support and finance mineral beneficiation and value addition; 		<p>international)</p> <ul style="list-style-type: none"> Number of national and international mineral conferences, exhibitions and trade fairs held/attended. No. of mineral beneficiation operations set up. No. of partnerships established. Creation of Somaliland brand mineral. Funds created/disbursed to support value addition and beneficiation. Establishment of a national gemstone cutting and polishing center and lapidary.
6. Artisanal and Small-scale Mining (ASM)	To promote a viable and sustainable ASM sector that contributes to improvement of	<ul style="list-style-type: none"> Develop a comprehensive database of ASM operations Develop and implement regulations 		<ul style="list-style-type: none"> Database of ASM ASM regulations



RESULT AREA	OBJECTIVES	ACTIVITIES	TIMELINES	OUTPUTS/OUTCOME
	livelihoods, economic growth and overall development.	<p>to govern ASM activities.</p> <ul style="list-style-type: none"> Formalize and mainstream, ASM activities into broader mining and minerals framework. To provide extension and technical support to ASM. Provide training, mentoring and other capacity building for ASM including on health and safety, environmental protection, mineral reporting and general compliance of the laws and regulations. Enable ASM to access requisite geo- scientific information. Provide ASM with conducive environment for finance, credit and marketing opportunities. Establish ASM designated areas. 	2025 2029	<ul style="list-style-type: none"> No. of ASM Mining permits Number, frequency, and No. of participants in trainings for ASM No. of ASM designated zones established. Funds, credit lines established/disbursed to ASM. No. of ASM related EIAs conducted. Number of ASM associations/cooperatives established.



		<ul style="list-style-type: none">• Facilitate conducting of EIAs for ASM.• Develop educational materials for ASM.• Promote and support the formation of ASM cooperatives and associations.		
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RESULT AREA	OBJECTIVES	ACTIVITIES	TIMELINE S	OUTPUTS/OUTCOMES
7. Local Equity Participation	<ul style="list-style-type: none">Develop a framework and regulations for participating in investments in the mining and minerals sector.	<ul style="list-style-type: none">Establish a National Mining Corporation (NMC) as investment arm of the Government.Develop and implement local equity participation regulationsCreate awareness amongst Somaliland citizens on opportunities in the mining and minerals sector.	2026	<ul style="list-style-type: none">NMC established and operational.Local equity regulations developed and implemented.No. of workshops heldNo. of projects (exploration, mining, processing and value addition) implemented by the NMC



RESULT AREA	OBJECTIVES	ACTIVITIES	TIMELINE S	OUTCOME
				<ul style="list-style-type: none"> No. of consultations and sensitization meetings held with different stakeholders. No. of stakes acquired by the State, both as free carried interest and paid for equity. No. of Joint ventures involving the State and local and foreign entities Report on revenues and employment created by the NMC both directly and indirectly
8. Access to Land for Mining.	<ul style="list-style-type: none"> Develop and implement fundamental principles of legislation and regulation for fair and effective administration of mineral titles. Ensure harmony 	<ul style="list-style-type: none"> Develop licensing and permitting regulations that have been cross referenced and are in harmony with relevant land laws Establish a mineral right register at the Ministry Provide easy access to 		<ul style="list-style-type: none"> Licensing and permitting regulations developed and implemented. Guidelines for compensation, relocation and resettlement for affected communities developed. No. of sensitization workshops held and



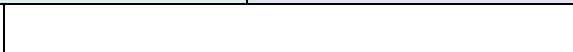
	<p>between mining legislation and regulations with other laws relating to land use to enable conflict free land use for mining.</p> <ul style="list-style-type: none">• Ensure procedural fairness in	<p>information and guidelines on application procedure</p> <ul style="list-style-type: none">• Provide a customer help desk and dedicated officials to assist		
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RESULT AREA	OBJECTIVES	ACTIVITIES	TIMELINE	OUTPUT/OUTCOME
	the determination of mineral rights applications including in the use of principles such as land owner consent, first time in, use it or lose it and explorer has the first right to develop as well as principle of relinquishment.	<p>applicants and to respond to inquiries</p> <ul style="list-style-type: none"> • Develop guidelines and regulations to deal with compensation, relocation and resettlement of affected communities. • Sensitize and create awareness amongst partners, stakeholders and communities on mineral and surface rights as well as issues of land owner consent. • Establish an online mining and minerals transactional cadaster system 	2026-2029 (Throughout the planning period)	<p>number of participants.</p> <ul style="list-style-type: none"> • No. of licenses and permits issued. • Mineral rights registry and database established. • Customer helpdesk at Ministry established • Community liaison office established. • Cadaster system established and implemented • Reduced conflicts between host communities and mining companies



<p>9. Maximizing benefits from Mining</p>	<p>Develop framework and regulations to enable local participation in order to provide maximum return and benefit from mining and mineral activities to citizens of Somaliland.</p>	<ul style="list-style-type: none">• Develop and implement local content regulations (<i>employment and training</i>)• Develop and implement local content regulations (<i>procurement of local goods and services</i>)• Awareness creation for miners and communities on local content provisions of the law and regulations.• Establishment of a database of local experts in various fields.• Establishment of database and a broad inventory of mine support	<p>2025 - 2026</p>	<ul style="list-style-type: none">• Employment and training regulations developed and implemented.• Procurement of local goods and services regulations developed and implemented.• No. of sensitization workshops held and number of participants• No. of Somaliland citizens recruited by
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RESULT AREA	OBJECTIVES	ACTIVITIES	TIMELINE S	OUTCOMES
		<p>services available online.</p> <ul style="list-style-type: none"> Establishment of an inventory of award of tenders by mining companies by worth of tender (in USD), type of tender and number of Somaliland citizens and foreigners who are beneficiaries of tenders. No. of Somaliland citizens and foreign nationals employed by mining companies, including details of their qualifications and positions held and remuneration packages. Monitoring 		<ul style="list-style-type: none"> No. of mining companies by category and rank No of local tenders awarded. Ratio of local and expatriate personnel in the mining the mining companies. Ratio of national and international tenders awarded by mining companies. Monitoring and evaluation reports on local content regulations. <ul style="list-style-type: none"> Increased participation by Somaliland citizens in mining and mineral activities expanded economic activities



		<p>implementation local content regulations.</p>		<ul style="list-style-type: none"> • increased revenues to government • increased income to citizens and especially host communities • improved livelihood and living standards • increased employment to Somaliland citizens
<p>10. Gender Mainstreaming in the mining and minerals sector</p>	<p>Ensure gender mainstreaming in all the processes and planned actions in the mining and mineral sector including in policy, legislation, regulation and programme implementation and financing in order to promote gender equity, parity and equality</p>	<ul style="list-style-type: none"> • Development of gender mainstreaming policies and programmes in the mining and minerals sector. • Conduct baseline survey on gender mainstreaming and inclusivity in the mining and minerals sector. • Create awareness on gender mainstreaming and inclusivity at the Ministry, and in mining companies. 	<p>2025 - 2029</p>	<ul style="list-style-type: none"> • A gender mainstreaming policy developed and implemented • Baseline survey report on gender and inclusivity • No. of workshops conducted and participants. • Equitable participation of women in mining activities as investors, employees, regulators etc. • Enhanced women visibility in the mining and minerals sector <p>Somaliland charter of African Women in mining created</p>



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		<ul style="list-style-type: none">• Create a National African Women in Mining Chapter with linkages to the Africa Women in Mining Association.		
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CHAPTER SEVEN: RESOURCE MOBILIZATION STRATEGIES



7.1 Resource Mobilization

Resource mobilization is key in this Strategic Plan period in order to finance the planned activities and ensure financial sustainability. The Ministry of Energy and Minerals will mobilize financial resources for the sector activities as follows:

- a. Seek and lobby for increased exchequer funding to the sector from the state
- b. Engaging in partnerships with private entities to finance and oversee public projects or services.
- c. Seeking grants and financial support from international organizations, foundations, or bilateral/multilateral agencies to bolster specific projects or initiatives.
- d. Enhancing operational efficiency and reducing wastage by streamlining projects and programs.
- e. Optimizing the allocation of existing resources through prioritizing high-impact projects or reallocating resources from less critical areas.
- f. Establishing collaborative partnerships with other agencies to collectively address common issues or provide shared services.
- g. Combining resources and cooperating with other government agencies or departments to distribute costs and leverage expertise.
- h. Exploring innovative financing models such as social impact bonds, green bonds, performance bonds or results-based financing to attract investment for specific social or environmental initiatives.
- i. Leveraging on Public-Private Partnerships (PPPs) to raise capital for investments in the industry.

7.2 Resource Management

The Mining and Minerals Sector commits to exercise prudence in resource



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management by implementing robust mechanisms for efficient, effective, and economical resource utilization. The incorporation of a value chain execution framework will play a significant role in directing resources towards strategically crucial activities. Through alignment with key government priorities contained in the ruling party's manifesto, National Development Plan III and the Somaliland Vision 2030, the Ministry will adhere to the principles of prioritization and sequencing, ensuring that scarce resources are allocated to impactful value chain activities. This approach aims to achieve desired outcomes in a timely manner, focusing on quick wins, short-term, medium-term and long-term objectives.



Chapter Eight: MONITORING AND EVALUATION

In order to effectively operationalize the Strategic Plan, it will be translated into a five-year implementation (operational) plan, cascaded into annual Departmental and Individual work plans.

Monitoring and Evaluation (M&E) of the implementation of the Plan is vital for ascertaining its impact. The Ministry will therefore, strengthen the M&E mechanisms to effectively and efficiently track progress and evaluate its performance against set targets on a quarterly and annual basis.

The Ministry of Energy and Minerals monitoring framework will be informed by guidelines provided by the Ministry of Finance and Planning so that the strategic plan is aligned to National priorities and within the national budget framework. In determining the Strategic objectives and targets, the Ministry took cognizance of the relevant national development agenda. Key performance indicators that will inform management decision-making have been identified and the frequency of reporting on these indicators determined. This will form the foundation of the Monitoring and Evaluation Reporting and Learning system.

8.1 Monitoring

Monitoring implementation of the Strategic Plan will constitute systematic tracking of activities and actions to assess progress. Progress will be measured by the achievement of specific outputs against expected or planned output targets. This will help the Minister and the Management team to remain alert on any shortfalls or deviations on planned activities and take early corrective action. Effective monitoring will help the Ministry to identify challenges and problem areas, and to take immediate remedial action thereby ensuring that the relevant expected targets are achieved.

8.2 Review of the strategic plan

The review of the Strategic Plan will be threefold. Firstly, in terms of checking



progress in the implementation and achievement of planned annual output targets. The Plan will be reviewed at the end of each financial year basing on the achievement of the annual output targets which constitute the Annual Work Plans prior to the budget development process to reflect cost estimates for the impending fiscal year.

Output targets that have not been achieved in the previous year but are still relevant may be carried forward. Secondly, a mid-term review of the Plan will be undertaken in 2027/2028 Financial Year (FY) to establish progress made and whether having reached this far, the Ministry is moving in the right direction.

The mid-term review may also entail incorporating new developments and emerging issues requiring immediate attention. Finally, a full review of the Plan will be conducted at the end of the implementation period in 2029 when the Plan expires. The Minister will ensure that a performance management system is implemented, actual performance is measured against negotiated targets at all levels and feedback provided to key actors in the implementation.

8.3 Evaluation

Performance evaluation is very important as it entails comparing actual against expected results and the resultant impact. In this fast-changing environment, some of the key assumptions in the Plan may dramatically change and affect implementation of the programs and achievement of the set outcome targets and outputs. It is therefore, in the course of evaluation, that the Ministry will determine the effect of such changes and ensure that appropriate corrective actions are taken.

Evaluation of the strategic plan will be informed by the Key Result Area Matrix (Table 3).



CHAPTER NINE: FINANCIAL RESOURCES MOBILIZATION

The successful implementation of this Strategic Plan will depend not only on the quality and commitment of staff, but also largely on the availability and efficient utilization of financial and other resources. The various possible sources of funding include the following:

- i. Funding from the Ministry of Finance (MoF) through the Program Based Budget covering both Recurrent and Development Expenditure;
- ii. Appropriations-In-Aid (AIA) which covers funds received for capacity development by the ministry and other direct and indirect funding support and technical assistance by development partners.
- iii. Public- Private- Partnerships (PPPs) funds generated

9.1 Reporting Framework and Feedback Mechanism

The strategic plan will be cascaded to all staff to enable members to understand and plan for their respective roles. Functional and individual work plans with clear performance indicators, resources requirements and responsibility for their achievement will be developed in line with activities in the plan.

The Minister will oversee the coordination of meetings to assess progress and resolve issues that may arise during implementation. Monthly review meetings at the functional levels will be convened to ensure implementation is on track. Additionally, quarterly review meetings at the functional levels shall be convened to receive reports on implementation of the plan. An annual Strategy Implementation Review meeting will be convened to evaluate the progress achieved.

To facilitate performance reporting, data and information collection templates and procedures will be developed for use by various functional areas. Progress reports on the implementation status of the plan will be regularly provided on a quarterly and annual basis by the planning department of the ministry and support.