

Republic of Somaliland



**National Human Rights
Commission**

Strategic Plan: 2009-2011

TABLE OF CONTENTS

ACRONYMS	3
1. CONTEXT OF SOMALILAND.....	5
2. INSTITUTIONAL PROFILE	6
3. RATIONALE FOR THE STRATEGIC PLANNING PROCESS.....	7
4. PLANNING PROCESS	8
5. SLNHRC Vision	9
6. SLNHRC Mission	9
7. SLNHRC Goal	9
8. Values of the SLNHRC.....	9
9. PRIORITY ISSUES OF THE STRATEGIC PLAN.....	11
9.1. Types of Human Rights Violations in Somaliland.....	11
10. OBJECTIVES and STRATEGIES.....	11
10.1. Objectives and Strategies	11
10.1.2. Objective 2:	12
10.1.3. Objective 3:.....	13
10.1.4. Objective 4:	14
10.1.5. Objective 5:.....	14
11. Approaches and working modalities	15
11.1. Approaches.....	15
11.2 Working modalities	16
12. TIME FRAME	18
Objective 2:	18
Objective 3:.....	Error! Bookmark not defined.
Objective 4:	20
Objective 5:.....	20

ACRONYMS

CRC	UN Child Rights Convention
DRC	Danish Refugee Council
HR	Human Rights
SLNHRC	Somaliland National Human Rights Commission
HIV/AIDS	Human Immune-Deficiency Virus/Acquired Immune-Deficiency Syndrome
IEC	Information Education Communication
NGO	Non-Governmental Organization
NHRIs	National Human Rights Institutions
SWOT	Strengths, Weaknesses, Opportunities and Threats
KAP	Knowledge, Attitudes and Practice
UNDP	United Nations Development Program
UNHCR	United Nations High Commissioner for Refugees
VaW	Violence Against Women

Acknowledgement

Somaliland Human Rights Commission highly acknowledges and thanks all those who have contributed to the development of its three-year Strategic Plan (2009-2011). I firstly take this opportunity to thank very much the following:

- UNHCR for supporting technically and financially the Strategic Planning Workshop;
- UNDP ROLS for its continuous support to Somaliland Human Rights Commission
- Danish Refugee Council (DRC) for its continuous support to SLHRC
- I thank very much all the staff of SLHRC for their commitment and hard work, and particularly Mrs Ayaan Mohamoud Askar for co-facilitating the Strategic Planning Workshop;
- Hon. Minister of Justice Mr Ahmed Hassan Ali (Assowe), for his close collaboration and support to SLHRC
- Mr. Ali Jama Hassan, who has provided a technical input into the final shaping and proof reading of the Strategic Planning document;

Mr Ahmed Yusuf Hussein
Chairman,
Somaliland Human Rights Commission (SLHRC)

1. CONTEXT OF SOMALILAND

On May 18, 1991 Somaliland declared independence from Somalia, considering itself to be the successor state of the former British Somaliland Protectorate. The former British Somaliland Protectorate had an area of 137, 600 km². Somaliland borders with Ethiopia in the South and West, The Republic of Djibouti in North West, The Gulf of Aden in the North and the autonomous region Puntland in Somalia in the East.

Somaliland has formed a system of governance under the Constitution of Somaliland, combining traditional and western institutions. In a series of inter-clan conferences, culminating in the Borama Conference in 1993, a *qabil* (clan) system of government was constructed, which consisted of an Executive, with a President, Vice President, and Council of Ministers, a Legislative, and an independent judiciary system. The traditional Somali council of elders (*guurti*) was incorporated into the governance structure and formed the Upper House, responsible for selecting a President as well as managing internal conflicts. Somaliland Government is in essence a "power-sharing coalition of Somaliland's main clans", with seats in the Upper and Lower houses proportionally allocated to clans according to a predetermined formula.

In 2002, after several extensions of this interim government, Somaliland finally made the transition to multi-party democracy, with district council elections contested by six parties, considered as one of the most peaceful in Africa for ten years. The successful three parties became the National political parties and in 2003 Daher Rayale Kahin became the first Somaliland president to be elected in a free and fair election.

Somaliland is therefore a country in post-conflict situation and is in reconstruction. Therefore, the establishment of a development-friendly peaceful environment is of utmost importance and the creation of Somaliland National Human Rights Commission (SLNHRC) is in search for a democratic nation guided by the principles of equality and justice. The SLNHRC is established to ensure that the Economic Social and Cultural Rights of the citizens are followed.

The widespread poverty and gender-based discriminations, among others, interrupt on the peaceful enjoyment of human rights. Moreover, deep-rooted socio-economic inequalities persist in the society. The Commission will focus mainly on the rights of the disadvantaged groups which include women, minorities, disabled and aged. In addition, the NHRC is expected to address the issues of social inclusion in order to maintain equity and better respect for human rights.

In order to comply with the national development agenda, this document primarily focuses on the promotion, protection and fulfillment of and respect for the economic, social and cultural rights of the Somaliland citizens along with their civil and political rights.

2. INSTITUTIONAL PROFILE

Somaliland National Human Rights Commission was established in April 2006 by a decision of the Cabinet; it was passed by the House of Elders in February 2008 and by the Parliament in April 2008.

Its primary focus is to strengthen the extension of human rights to all sections of society, in particular, the vulnerable groups.

The drafting of the SLNHRC Act, was developed through carefully conducted studies and long discussions, dialogue and consultations undertaken by working groups, including representatives from the Ministry of Justice, the Two Houses of Parliament, the constitutional Court and Civil Society Organizations. During the drafting the SLNHRC ACT, the process included the input by an international Law Expert, experience sharing tours to foreign countries, local workshops and public reviews in different localities of Somaliland.

All these concerned efforts were aimed to ascertain SLNHRC effectiveness and conformity with the Somaliland constitution, the International Laws and Standard of Human Rights Instruments.

Finally, and after five years of hard work and concerted efforts dedicated by the local HR activists, legal experts and Somaliland government, beside the unlimited support and assistance from UNDP Rols, SLNHRC came into existence as a corner stone to realize the promotion and protection of Human Rights in Somaliland.

The inception of the Somaliland National Human Rights Commission (SLNHRC) did not spring from a vacuum, or came due to the whim of circumstances, but rather it was a result of collective demands of the Somaliland people, and a long process of evaluation that was realized thought, concerted efforts undertaken by the various concerned parties have given their fruits.

SLNHRC is liaised with the elected Parliamentarians and the members of House of Elders, especially the relevant sub-committees including the Human Rights sub-committee. SLNHRC also works closely with the Government Ministries such as Ministries of Justice, Interior, Family Affairs and Social Development, and Health and Labor. SLNHRC also has strong working relations with the Immigration Authorities, Regional Authorities and Local Governments,

Traditional and Religious Leaders, Women Groups, Minority Groups and Disabled Organizations and other civil society organizations, in order to promote and consolidate a culture of respect for human rights and the rule of law in Somaliland.

3. RATIONALE FOR THE STRATEGIC PLANNING PROCESS

The SLNHRC is an independent HR state institution. Its core mandate is to further the protection and promotion of HR in Somaliland. Many countries have similar bodies which Audit the government on HR. United Nations encourages governments to create NHR commission as a strategy towards enhanced protection & promotion of human rights

Since 1948, when the Universal Declaration of Human Rights was signed by most of the countries around the world, countries started to apply its principles accordingly which consequently improved the human rights respect.

Article 10 of the Constitution of the Republic of Somaliland states clearly that “The Republic of Somaliland shall observe all Treaties and Agreements entered into by the former State of Somalia with foreign countries or Corporations provided they do not conflict with the interests and concerns of the Republic of Somaliland” Sub article 1 recognizes the need for conformity with International Legal Instruments and provides that “the Republic of Somaliland shall act in conformity with the United Nations Charter, International Law, and shall respect the Universal Declaration of Human Rights”.

In democratic societies fundamental human rights and freedoms are put under the guarantee of law and therefore, their protection becomes an obligation of those who are entrusted with the task of their protection. These rights are broadly classified into civil and political rights on the one hand and economic, social and cultural rights on the other.

Unless SLNHRC has a long term plan that guides its mandated functions, it cannot fulfill the duties entrusted to it.

Therefore, this first Strategic Plan of SLNHRC, which covers a three year period **2009 - 2011**, Will guide the implementation of SLNHRC mandated functions. It outlines the path the SLHRC will take in the three years ahead to foster issues of concern so that Somaliland moves into a human rights state.

The Strategy Plan 2009-2011 is based on the lessons learnt during the evolutionary first 3 years of the organization and feedbacks received from various sectors, including the Members and the staff of the National Human Rights Commission, as well as several national and international stakeholders.

SLNHRC remains committed to redesign its strategies on the basis of Somaliland Constitution, and national, regional and international legislative and normative frameworks that give meaning to human rights. This commitment is firmly located in the constitutional framework and inspired by values such as dignity, equality and the advancement of human rights and freedoms.

4. PLANNING PROCESS

SLNHRC organized a three-day Strategic Planning Workshop with the kind financial support of DRC and UNHCR. The workshop was conducted between 03rd and 05th of March 2009 at the Seminar Hall of DALxiis Restaurant in Hargeisa. The main objectives of the workshop were to develop a three-year strategic plan that would respond to the challenges facing SLNHRC and pave the way for the next three years (2009-2011).

The Strategic Planning workshop participants were those involved in Human Rights advocacy and women empowerment, those who are developing disseminating messages on Human Rights in general as well as law enforcement institutions, and civil society organizations. The participants included:

- a) Ministry of Justice
- b) Women's organizations
- c) Local NGO's working in human rights advocacy e.g monitory
- d) Youth organizations
- e) Police
- f) Ministry of education
- g) International NGO's working on Gender and HR
- h) Members of community
- i) UN agencies
- j) Ministry of Health and labor
- k) Religious leaders
- l) Traditional leaders
- m) Psychosocial services organizations

The strategic planning process has gone through participatory environmental scanning with SWOT analysis, as well as expert inputs. The draft document has been reviewed again and again so as to maximize its quality and to incorporate any possible omissions.

5. SLNHRC Vision

Fundamental human rights and freedoms attained by all Somaliland citizens and a vibrant human rights culture based on equality and social justice for all.

6. SLNHRC Mission

The mission of the SLNHRC is stated as follows:

Our mission is to develop a culture of human rights in the country by taking a leading role as an independent and impartial national institution for the protection and promotion of human rights in accordance with universally recognized human rights principles.

- Raising awareness of human rights issues;
- Monitoring and assessing the observance of human rights;
- Education and training on human rights; and
- Addressing human rights violations and seeking effective redress.

7. SLNHRC Goal

Contributing for the enhancement of the rule of law and, protection and promotion of human rights and peace by monitoring the effective implementation of the national laws and international human rights instruments to create an environment where justice prevails.

8. Values of the SLNHRC

The SLNHRC has identified the following core values, which it fulfils to have fully integrated in all its work:

The seven core values are:

- **Equality**

The SLNHRC works in the light of ensuring all categories of human rights for all the people equally. It will therefore strive to promote equal opportunities to people in all its activities.

- **Professionalism,**

The Work of SLNHRC will be guided by the principles of professionalism including integrity to the principles, core values and sincerity in its every day activities.

- **Impartiality,**

The Commission is free of prejudice against any individual, group or agency based on any grounds such as faith, opinion, belief, sex, caste or social status, among others. Impartiality and fairness will be ensured during all the stages of its work.

- **Accessibility,**

SLNHRC will attempt to make its maximum possible presence for investigation and monitoring of human rights violations across the country. It would ensure that its services are within the reasonable reach of the general public, particularly of the people who are living and working in the vulnerable circumstances.

- **Accountability**

The SLNHRC is vigilant to demonstrate its accountability towards the people. As a part of its accountability, the Commission prepares periodic reports of its work and widely disseminates them.

- **Transparency**

The people concerned have the right to get information without delay and that the SLNHRC has a duty to give information in a transparent way. In addition, the SLNHRC is committed to providing free and easy access to information regarding its major policy and decisions through various means that include publication, both in print and electronic form, and/or regular press briefing.

- **Independence and autonomy**

The SLNHRC is determined to maintain and widen its autonomy and independence financially or otherwise. This will ensure its impartiality.

9. PRIORITY ISSUES OF THE STRATEGIC PLAN

9.1. Types of Human Rights Violations in Somaliland.

The strategic planning team has identified the different types of violations as follows:

- Gender Based Violence including Female Genital Mutilation, Forced marriages, Domestic Violence and Rape and Sexual Harassment, Sexual Exploitation, Inequality for heritages
- Inequality of opportunities including Employment, Health, education and other services based on gender or other basis.
- Stigma and discriminatory attitudes towards Minority Groups, People living with HIV/AIDS and People with Disabilities
- Discrimination on the basis of age (against Youth)
- Violations of Child rights including child labor, child trafficking, neglected street children and child abuse.
- Killing /revenge killings
- Terrorism acts against innocent civilians
- Theft, and crimes of Gangs armed with knives at night in the capital
- Illegal arrest /detention
- Unfair justice system or inequitable justice system
- Violence linked to mixed migration: theft, rape and life threatening risks at roads or during trajectory.

10. OBJECTIVES and STRATEGIES

SLNHRC has fixed the following objectives to address the strategic priority areas of its operation. The objectives and strategies are derived key Human Rights Violations that were identified during the strategic planning process. Areas of Human Rights Violations, Objectives and Strategies are matched to ensure the efficiency of SLNHRC.

10.1. Objectives and Strategies

10.1.1. Objective 1: Strengthen the rule of law, culture of human rights and peace to end the violation of human rights.

Strategies to achieve Objective 1:

1. *Review and strengthen the monitoring and investigation mechanisms for HR protection*

- Conduct monitoring and investigation on incidents of human rights Violation
- Facilitate to develop witness and victim protection mechanism
- Work for strengthening the national forensic mechanism
- Facilitate to develop national guidelines consisting of standard/checklist for detention centres
- Advocate for free legal aid, access to justice, speedy and fair trial
- Apply innovative and standard methods for investigation
- Extend and strengthen SLNHRC capacity on investigation of HR violation cases and follow-up the implementation of recommendation in practice.
- Publish and disseminate overall human rights situation report periodically.
- Develop coordinating mechanism with police and prosecutors for investigation and prosecution of HR violation cases.

10.1.2. Objective 2: Promote human rights awareness and education in Somaliland society by developing and disseminating community friendly information, education and communication (IEC) materials

Strategies to achieve Objective 2:

1. Develop strategic partnerships with stakeholders to promote the human Rights Culture:

- Formulate Media policy and guidelines for NHRC
- Develop collaboration guidelines with stakeholders for developing IEC materials
- Develop IEC materials in users' friendly languages and disseminate for public information
- Promote mass awareness on HR through print and electronic media
- Enhance capacity of the SLNHRC staff in preparing IEC materials and advocacy
- Develop model IEC materials for public awareness and publish them in collaboration with different stakeholders including Government, NGOs, different Commissions, academia and private institutions.

2. Work with the key stakeholders for inclusion of HR and peace education in Curricula:

- Conduct knowledge, attitudes and practice (KAP) studies on HR education amongst administrators, security personnel, teachers, students, religious, social and political leaders
- Review and integrate peace and HR education in school curriculum and text book

- Orient media representatives such as editors, columnists and reporters and program anchors in HR reporting
- Advocate to integrate HR and peace education in training curricula of security, administrative and judiciary staff
- Lobby for inclusion of human rights and peace education in non-formal education programme including the religious schools in collaboration with concerned stakeholders

10.1.3. Objective 3: Advocate for the collective rights including the rights of women, children, persons with disability, elderly citizen and other disadvantaged groups focusing on gender and caste equality and empower these deprived and denied groups by eliminating all forms of exploitation and discrimination existing in society:

Strategies to achieve Objective 3:

1. Advocate for effective implementation of international HR instruments related to equality and non-discrimination

- Carry out research on implementation status of laws and court decisions on equality and empowerment of women
- Promote gender sensitization at the grass-roots level
- Carry out monitoring of existing discrimination practices on the basis of caste, religion, gender, disability and ethnicity
- Sensitize political parties on people's right to equality and non-discrimination
- Publish and disseminate IEC materials in order to influence policy-makers and make people aware on the issues of equality and non-discrimination.

2. Recommend amending statutory provisions relating to violence against women (VaW) and human trafficking:

- Analyze compatibility of national laws on the action against gender-based violence in collaboration with Ministry of Family Affairs
- Continue consultation with politicians, law enforcement agencies, policy makers and civil society for the prevention and control of human trafficking
- Review of labour laws in line with the rights of overseas migrant workers
- Develop policy guidelines on rescue, reparation, rehabilitation and reintegration of victims and survivors of human trafficking

3. Work for the rights of the child, persons with disability and elderly citizens:

- Advocate for survival, protection, development and participation rights of children

- Advocate for improving guidelines to ensure easy access to persons with disability and senior citizens in government, NGOs and private infrastructures
- Monitor implementation of CRC on the protection and promotion of the rights of children Ratified by Somaliland
- Collaborate with judiciary system and other agencies to ensure free legal aid for children in need.

10.1.4. Objective 4: Monitor and advocate that major international HR instruments are ratified or acceded, internalized and implemented in practice by Government of Somaliland

Strategies to achieve Objective 4:

1. Advocate for amendment of national legislations in line with international HR Treaties:

- Review existing laws and recommend for the fulfillment of treaty obligations
- Enhance influence of the NHRC in legislative process
- Advocate to amend laws to comply with the constitution of Somaliland and HR treaties
- Revise laws to ensure the right to life, liberty and security of people
- Develop necessary mechanism in order to incorporate international treaty provisions into the national laws and policies.

10.1.5. Objective 5: Enhance accessibility, credibility, efficiency and accountability of the NHRC by strengthening and expanding institutional capacity of the organization.

Strategies to achieve Objective 5:

- Expand NHRC outreach across the country and develop realistic and cost effective outreach programmes in all regions and districts
- Conduct substantive review of the current organizational structure
- Review existing human resources management, rules, policies and procedures for further improvement
- Strengthen SLNHRC database and enhance public access to its resource centre
- Develop collaboration policy and guidelines to work with NGOs, civil society and academia

- Cooperate and collaborate with other National Institutions such as Ministry of Family Affairs and Social Development, National Aids Commission and National Disability Forum
- Enhance the level of transparency and communication within and outside the SLNHRC
- Expand and strengthen relations with National Human Rights Institutions (NHRIs) of other countries, donor community and regional and international HR agencies for learning and sharing from each other in order to make NHRIs effective, credible and independent as per the spirit of the *Paris Principles*.
- Improve quality of documentation, archiving, reporting, report writing, and publication system
- Improve follow up mechanism to the implementation of the NHRC recommendations Establish systematic and effective complaint handling management system in the NHRC Offices
- Develop national guidelines for the security of the HR defenders as per the international standards
- Develop necessary mechanism to implement the advocacy and promotion strategy of SLNHRC in action
- Identify appropriate state owned building or land plots and construct its own building for central and regional offices for long term use and sustainability
- Produce and disseminate professional periodicals and annual reports on HR situation in Somaliland
- Enhance SLNHRC capacity to speed up decision making process on backlog cases.

11. Approaches and working modalities

11.1. Approaches

The SLNHRC shall pursue the following approaches in the course of implementing of the plan by:

- Applying gender and social inclusion framework to promote greater equity and upholding the rights of the most vulnerable in the society
- Developing strategic partnerships with various agencies of Somaliland Government, Judiciary, Legislature and State's Commissions, followed by civil society organizations, regional and inter-governmental organizations and NHRIs for the cause of protection and promotion of human rights
- Influencing state's structures, polices, protection mechanism and institutions to enhance promotion, protection, and enjoyment of human rights.

- Develop working modalities for integration of human rights principles and practices into school curricula and training curriculum of law enforcing agencies including, police, armed police, army, prosecutor's office, and judiciary for improving human rights service delivery in the country
- Perusing victim centered approach and Do No Harm principle while dealing with human rights violation cases.
- Developing new techniques and mechanism for improving and adopting better investigation and inquiry of human rights violations
- Applying right based approach in monitoring, analyzing and reporting of human rights situation.
- Considering logical and result based management for implementation of the plan
- Giving equal value to promotion mandate with adopting collaboration, advocacy and media policy and guidelines in action
- Improving reporting and follow-up system by providing relevant documents and information relating to an investigation to victims and other related person upon their request maintaining Do No Harm principle and respecting right to privacy of others.

11.2 Working modalities

Primarily following modalities will be followed during the implementation of this plan.

- Based on the strategic plan, annual work plan with details of activities, sub-activities, responsible division /region, time frame, budget and output shall be prepared and implemented
- Regular monitoring of human rights situation that includes field monitoring, prison visit, media monitoring, interaction with field and policy level officials, press meet and publication and dissemination of reports
- Production and dissemination of high quality IEC materials in simple form in Somali language
- Decentralizing of decision making process
- Collaboration with other state commissions and institutions for protection and promotion of human rights

- Maintaining effective relationship with Parliament and policy makers on matters concerning protection of human rights.
- Developing professional relationship with media for the prevention of human rights abuses and promotion of human rights
- Work jointly and in a coordinated manner with the civil society and NGOs to enhance awareness on human rights, legal aid and social integration of human rights violation.
- Ensuring fair hearing of complaints and decision will be followed by objective assessment of proof, analysis of national law and international rules and standards of human rights.

12. TIME FRAME

Strategic Objectives	Year 1 2009	Year 2 2010	Year 3 2011
Objective 1: Strengthen the rule of law, culture of human rights and peace to end the violation of human rights			
<i>1.1. Review and strengthen the monitoring and investigation mechanisms for HR protection</i>			
Conduct monitoring and investigation on incidents of human rights Violation			
Facilitate to develop witness and victim protection mechanism - Work for strengthening the national forensic mechanism			
- Facilitate to develop national guidelines consisting of standard/checklist for detention centres			
Advocate for free legal aid, access to justice, speedy and fair trial - Apply innovative and standard methods for investigation			
Extend and strengthen SLNHRC capacity on investigation of HR violation cases and follow-up the implementation of recommendation in practice.			
Publish and disseminate overall human rights situation report periodically.			
- Develop coordinating mechanism with police and prosecutors for investigation and prosecution of HR violation cases.			
Objective 2: Promote human rights awareness and education in Somaliland society by developing and disseminating community friendly information, education and communication (IEC) materials			
<i>2.1. Develop strategic partnerships with stakeholders to promote the human Rights Culture:</i>			
Formulate Media policy and guidelines for NHRC Develop collaboration guidelines with stakeholders for developing IEC materials.			
Develop IEC materials in users' friendly languages and disseminate for public information			
Promote mass awareness on HR through print and electronic media			
Enhance capacity of the SLNHRC staff in preparing IEC materials and advocacy			
Develop model IEC materials for public awareness			

and publish them in collaboration with different stakeholders including Government, NGOs, different Commissions, academia and private institutions.			
<i>2.2. Work with the key stakeholders for inclusion of HR and peace education in Curricula:</i>			
Conduct knowledge, attitudes and practice (KAP) studies on HR education amongst administrators, security personnel, teachers, students, religious, social and political leaders			
Review and integrate peace and HR education in school curriculum and text book			
Orient media representatives such as editors, columnists and reporters and program anchors in HR reporting			
Advocate to integrate HR and peace education in training curricula of security, administrative and judiciary staff			
Lobby for inclusion of human rights and peace education in non-formal education programme including the religious schools in collaboration with concerned stakeholders			
Objective 3: Advocate for the collective rights including the rights of women, children, persons with disability, elderly citizen and other disadvantaged groups focusing on gender and caste equality and empower these deprived and denied groups by eliminating all forms of exploitation and discrimination existing in society:			
Carry out research on implementation status of laws and court decisions on equality and empowerment of women			
Promote gender sensitization at the grass-roots level			
Carry out monitoring of existing discrimination practices on the basis of caste, religion, gender, disability and ethnicity			
Sensitize political parties on people's right to equality and non-discrimination			
Publish and disseminate IEC materials in order to influence policy-makers and make people aware on the issues of equality and non-discrimination.			
Analyze compatibility of national laws on the action against gender-based violence in collaboration with Ministry of Family Affairs			
Continue consultation with politicians, law enforcement agencies, policy makers and civil society for the prevention and control of human trafficking			
Review of labour laws in line with the rights of			

overseas migrant workers			
Develop policy guidelines on rescue, reparation, rehabilitation and reintegration of victims and survivors of human trafficking			
Advocate for survival, protection, development and participation rights of children			
Advocate for improving guidelines to ensure easy access to persons with disability and senior citizens in government, NGOs and private infrastructures			
Monitor implementation of CRC on the protection and promotion of the rights of children Ratified by Somaliland			
Collaborate with judiciary system and other law enforcement agencies to ensure free legal aid for children in need.			
Objective 4: Monitor and advocate that major international HR instruments are ratified or acceded, internalized and implemented in practice by Government of Somaliland			
Review existing laws and recommend for the fulfillment of treaty obligations			
Enhance influence of the SLNHRC in legislative process			
Advocate to amend laws to comply with the constitution of Somaliland and HR treaties			
Revise laws to ensure the right to life, liberty and security of people			
Develop necessary mechanism in order to incorporate international treaty provisions into the national laws and policies.			
Objective 5: Enhance accessibility, credibility, efficiency and accountability of the SLNHRC by strengthening and expanding institutional capacity of the organization.			
Expand NHRC outreach across the country and develop realistic and cost effective outreach programmes in all regions and districts			
Conduct substantive review of the current organizational structure			
Review existing human resources management, rules, policies and procedures for further improvement			
Create and Strengthen SLNHRC database and enhance public access to its resource centre			
Develop collaboration policy and guidelines to work with NGOs, civil society and academia			
Cooperate and collaborate with other National Institutions such as Ministry of Family Affairs and			

Social Development, National Aids Commission and National Disability Forum			
Enhance the level of transparency and communication within and out side the SLNHRC			
Improve quality of documentation, archiving, reporting, report writing, and publication system			
Improve follow up mechanism to the implementation of the NHRC recommendations Establish systematic and effective complaint handling management system in the NHRC Offices			
Develop national guidelines for the security of the HR defenders as per the international standards			
Develop necessary mechanism to implement the advocacy and promotion strategy of SLNHRC in action			
Produce and disseminate professional periodicals and annual reports on HR situation in Somaliland			
Enhance SLNHRC capacity to speed up decision making process on backlog cases.			

Annex II . List of Strategic Planning Workshop Participants

Attendance sheet of the Strategic Plan Workshop
Held in Dalxiis restaurant on 3rd = 5th March

No	Name	Organization
1	Siciid Elmi Bale	Ministry of Justice
2	Fathia Ali Yuusuf	New Hargeisa Police Station
3	Amal Yusuf Abdi	Central Police Station
4	Abdirashid Abdi Jidhe	Heyva
5	Khadar Qorone Yusuf	ANDP
6	Ismail Omar Ibrahim	HYDA
7	Fuad Hassan Hussein	Soyda
8	Seneib Mohamed Doore	SNDF
9	Fathia Mohamoud Ahmed	Ministry of Health and Labor
10	Ayan Hassan Nour	Edna Hospital
11	Ashahamda Mohamed	Ministry of Family Affairs
12	Khadra Nouh Ismail	Caritas
13	Said Ibrahim	Ministry of Education
14	Sakariye Mohamed	Gurmad
15	Dayib Muhumed Nour	DRC
16	Mohamed Adan Folge	Togoyavo
17	Luul Hassan Matan	SLNHRC
18	Nimco Abdirahman Aden	Women lawyer's Association
19	Mohamed Aden Mohamed	Attorney General
20	Sahra Abdilahi Elmi	WAAPO
21	Mohamed Saleiban Abdi	FAYVO
22	Abdiqadir Osman Hersi	Traditional Leader
23	Ahmed Muuse Ismail	SLNHRC
24	Nafisa Mohamed Shirwa	CCBRS
25	Bashir Abdi Hariir	Horn Peace
26	Abdi Abdilahi Ducale	Deeqa Umbrella
27	Farduus Mohamed Ahmed	Gaashan
28	Seneib Haji Mohamed	Gaashan
29	Khadra Mohamed Adan	Ministry of Justice
30	Ayan Mohamoud Askar	SLNHRC (Facilitator)
31	Samda Adan Dagaal	SLNHRC