



**SOMALLAND LAWYERS  
ASSOCIATION  
(SOLLA)**

**STRATEGIC PLAN  
2023-2027**



## FOREWORD

The Somaliland Lawyers Association (SOLLA) was established in 2004 as a non-political, non-profit association aimed at improving the reputation of Somaliland lawyers, enhancing service delivery quality, protecting their rights, and ensuring access to justice, a fair judiciary, respect for human rights, and proper law application. Since 2004, SOLLA has provided legal services to over 32,865 cases in Somaliland, assisting vulnerable communities such as IDPs, minorities, women, children, the elderly, HIV/AIDS affected, remanded detainees, human trafficking victims, SGBV/GBV victims, human rights violations, and the poor through representation in court or advice and mediation.

SOLLA's core aim is to work as a platform for social justice and advocacy for the poor, marginalized, and vulnerable sections of society in Somaliland. Over the past five years, SOLLA has engaged in a process to review the country's existing laws and provide advice on the process of enacting new legislation concerning civil liberties and fundamental freedoms of the community, access to justice, and a fair and independent judiciary system in Somaliland.

To sustain its achievements and ensure effectiveness in the implementation of existing and future programs, SOLLA must develop a viable strategic plan that incorporates past programming interventions and consolidates collaboration with likeminded organizations in advocating for social justice in Somaliland and elsewhere. This 5-year strategic plan (2023-2027) aims to improve legal services and the social-economic well-being of the poor, marginalized, and vulnerable communities through enhanced research, advocacy, and capacity building in human rights and social justice, economic wellbeing, and free legal services.

**Advocator Hassan Abdullah Awale**  
**Chairperson**  
**Somaliland Lawyers Association (SOLLA)**  
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## **ACKNOWLEDGEMENT**

The Somaliland Lawyers Association (SOLLA) has developed a strategic plan for 2023–2027, involving the collaboration of all members and stakeholders. The plan, which will guide the implementation of planned interventions and address challenges, was developed with the help of the governing council's leadership. The technical contribution of ***Programmes Coordinator Mr. Mukhtar Osman Abdi*** was also appreciated for facilitating a general membership workshop, collating member views, and preparing the final Strategic Plan Document. SOLLA is also indebted to its Secretariat for its efforts in receiving, analyzing, and incorporating the contributions from all during the development process. The SOLLA is proud to have synthesized all the views offered into this valuable strategic plan, which is now in its finalization. The SOLLA expresses gratitude to all those who contributed to the success of the strategic plan.

## ACRONYMS

ADR	: Alternative Dispute Resolution
GA	: General Assembly
AWPs	: Annual Work Plans
CLE	: Continuing Legal Education
FGDs	: Focus Group Discussions
HR	: Human Resources
ICT	: Information and Communication Technology
ROLJS	: Rule of Law and Justice Sector
SOLLA	: Somaliland Lawyers Association
M&E	: Monitoring and Evaluation
PMS	: Performance Management Systems
SWOT	: Strength, Weakness, Opportunity and Threat
BOD	: Board of Directors
MoJ	: Ministry of Justice
NDP	: National Development Plan
EU	: European Union
UN	: United Nations
UNDP	: United Nations Development Programme
NGOs	: Non-Governmental Organizations
GA	: General Assembly
GBV	: Gender-Based Violence
SDG	: Sustainable Development Goals

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## Section 1. Executive Summary

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### Executive Summary:

Somaliland Lawyers Association (SOLLA) is a non-profit organization that was formed in 2004. Its mandates include enhancing the reputation of Somaliland lawyers, improving service delivery quality, protecting lawyers' rights, ensuring access to justice, promoting legal education, and ensuring democratic law application.

Despite progress in the legal system of Somaliland, several challenges remain. One of these challenges is the low number and quality of lawyers. The lawyer-population ratio is 1:7755, which affects access to legal services and justice. Additionally, the quality of services provided by SOLLA members to the public is often lacking.

To address these challenges, SOLLA has developed a strategic plan for the next five years. The plan focuses on the following areas:-

- Realization of the SOLLA transformative potential of the Bar Association
- Building and developing institutional capacity for transformation
- Addressing the disparity in justice for women and girls
- Promoting competence, effectiveness, and independence in the legal profession through continuous professional development, internships, and mentorship for young professionals
- Coordinating with justice stakeholders and service providers to effectively address justice needs and challenges
- Enhancing legal and justice support, raising rights awareness among vulnerable communities, justice stakeholders, and the public, and providing legal services to human rights defenders and journalists

Conducting institutional research on the aspects of initiatives, creativity, integration, and impact SOLLA plans to implement specific activities for each output and expected outcome through interventions. A strong monitoring framework and periodic reviews of progress are required, with annual plans prepared for validation during the review meeting. The bar may share progress assessments through quarterly reports.

## Section 2. INTRODUCTION

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The Somaliland Lawyers Association (SOLLA) has a strategic plan that includes principles such as human rights promotion, international reporting, and policy formulation. However, the 2023–2027 plan lacks thematic areas that align with SOLLA's goals and objectives. The plan has been the guiding tool for the past five years but is now required to be reviewed due to numerous challenges and obstacles.

The strategy formulation utilized both qualitative and quantitative methodologies to identify gaps and needs for members and government institutions. Primary and secondary research was used to prioritize specific needs based on urgency, service delivery, and institutional developments. The strategy involved all members, including individuals, legal companies, parliamentarians, and non-government organizations. A holistic approach is needed for improved programming, implementation plans, and operations, as without a comprehensive strategy, SOLLA may struggle.

Despite having detailed implementation matrixes and building thematic areas of the strategic plan, SOLLA would be able to realize and come up with new strategic goals and objectives based on the identified thematic areas. This guarantee of success in framework implementation is crucial for SOLLA's future success.

In January 2023, SOLLA's operational components, stakeholders, and partners were not included in the strategic planning process. The plan used both qualitative and quantitative methodologies to identify gaps and needs. A holistic approach is needed for improved programming, implementation plans, and operations, as without a comprehensive strategy, SOLLA may struggle to plan effectively, identify risks, and implement mitigation measures.

## Section 3. SOLLA MANDATE

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### **Vision:**

Accomplish capable and competence legal professionals, effective and efficient practicable of laws, enjoyable justice, independent and impartial judiciary, realization of feasible human right protection, supremacy law, democracy, good governance and peace in Somaliland.

### **Mission:**

SOLLA mission is ensure the improvement of the legal professional standard of the country, feasible access justice, laws enforcing and respect of human rights for social, civil, political, economical, dignity, security and equity that promote respect and fulfilment of their rights enshrined in the “Universal Declarations” and other subsequent International Bills of human rights.

### **Objectives:**

The objectives of the Somaliland Lawyers Association (SOLLA) is to

- Promote, advocate, and create awareness of human rights as enshrined in the constitution. To this end, the association is focused on establishing monitoring systems and evaluation methods and practices to understand changes and trends in the judicial and law enforcement sectors, and specifically to collect information and data on human rights abuses, violations or neglect, exploitation, discrimination, or exclusion from the development on policy formulation process.

- The association's objectivity as stipulated in its strategic plan is to provide free legal aid services and access to justice for the poor and marginalized communities. On overarching issues of governance and democracy, the association is focused on promoting civic and democratic space, and governance in the country through and within laid out rules on advocacy, civic education, and awareness to the communities and country.
- The association, as per its mandate, will review, advise the parliament and particularly the house of representatives, lobby and advocate with other stakeholders on the formulation/amendment of bills as needs arise and are prioritized, to see that they conform to legal objectives and offer specific solutions to prevailing conditions or if there are any contradictions.
- Based on the initiatives it has established, the association is aiming to build capacity for its members, focusing on evidence-based research and projects to enable the identification of underlying problems in the justice systems and sector, community civic knowledge, the policy formulation process and development, governance, and, to a larger extent, the civil society sector as defenders of human rights in the country, with the integral goal of providing tangible and comprehensive adaptable solutions and mechanisms to end existing recurring problems.
- Building capacity through training of legal member practitioners on legal information and capacity development (create mechanisms, procedures, practice and standards) and create awareness to the communities;
- Foster for development of professional skills, knowledge and practice among its members through training, establishment of information resource and training center, and initiate research and research training among its members to enable them to contribute to information and data collection, problem analysis and solution generation synergies.
- Governance: The association is focusing on restructuring its governance structure as it enters a new phase based on increased changing trends and needs in the legal and justice sector. There is an increasing need for the association to diversify its governance structure to efficient, robust, professional, accountable and transparent, and based on that premise the greatest need is re-organization of its management and coordination, formation of sub-committee with specific designated roles and responsibilities, and development of action and work plans for each committee while overall coordination and management will be carried out by management and coordination committee under the chairmanship of the association.

## **Core Values**

Members and employees of the bar commit themselves to upholding the following core values:  
 Integrity; Professionalism; Equity; Solidarity; Quality services; Access to justice for all;  
 Accountability



## Section 4. SOLLA membership

Table 1: SOLLA Membership

s/n	Geographical Distribution of lawyers ( Regions )	Operating /registered Lawyers on regional basis	Percentage per region	Gender	
				Male	Female
1.	Togdheer (Burao)	39	14.94%	30	9
2.	Awdal (Borama )	46	17.62%	31	15
3.	Sahil (Berbera)	19	7.3 %	6	3
4.	Maroodijeh (Hargeisa)	140	53.64 %	120	20
5.	Sanaag (Erigavo)	11	4.2%	11	0
6.	Sool (Las-Anod)	6	2.3 %	6	0
<b>Total</b>		<b>261</b>	<b>100%</b>	<b>204</b>	<b>47</b>

## Section 5 : Context and Institutional Analysis of the SOLLA

### 5.1 Country Context

The Somaliland context faces significant challenges in rule of law reform due to ongoing civil war, weak governance, and a lack of confidence in formal legal structures. Three legal systems operate alongside each other, often competing and contradicting each other. The most accessible system, Xeer, fails to uphold basic human rights. Interventions aimed at reforming the customary legal system can offer valuable lessons. This chapter examines an intervention that uses a legal empowerment lens to engage with customary systems, promote access to justice for vulnerable groups, and tailor it to suit other country-specific circumstances.

Interventions that evolve from grassroots beginnings are promising but require a delicate balance to maintain their momentum. While preserving local ownership is crucial, stakeholders may need support in certain areas, such as advocacy, logistics, and strategic networking. The autonomy of processes must be balanced with measures to enhance effectiveness, such as monitoring and accountability mechanisms. This may involve top-down interventions like complaint mechanisms and bottom-up interventions like awareness-raising and dialogue between stakeholders. Complementary interventions create both upward and downward pressure, reaching a 'tipping point' where users can demand change and hold leaders accountable. This balance is crucial to ensuring the effectiveness of interventions and the well-being of stakeholders.

Interventions aimed at improving access to justice must address underlying structural issues, such as discriminatory attitudes and economic realities, and legislation that prevents courts from offering viable alternatives. In Somaliland, bridging the gap between minority and majority clans is more complex than empowering elders alone. IDP and minority groups are relying on legal aid clinics and paralegal programs to access tangible solutions at the courts, despite the elders still struggling with deeply embedded beliefs about status and the right to justice.

Codification and harmonization of legal systems pose challenges, especially when revising customary law to align with formal legislation or international standards. Customary systems are flexible and dynamic, while legislation is based on static codes. Without careful planning, consultation, and effective controls, codification exercises can result in rules that lack legitimacy, are weak to enforce, or are too vague for protection.

Promoting the rule of law and human rights with access to justice should be seen as creating an even playing field for all users, aiming to provide viable pathways to NDPIII and SDG-suitable outcomes. A holistic approach targeting all stakeholder groups and the Rule of Law and Human Rights components is most likely to yield results.

**Rule of Law and Human Rights:** Somaliland continues to recognize the importance of promoting the rule of law to achieve these development goals. This sub-sector covers the rule of law and human rights and the institutions that are responsible for administering, managing, and ensuring fair access to justice equitably through the protection and promotion of human rights.

Promotes justice and the rule of law in Somaliland, Since 1997, under MoJ Act 81/96, its establishment, there has been steady progress in the functionality of the judicial and rule of law systems, which include the reforms of existing legislation, regulations, and legal codes, expanding the court systems, penitentiary facilities, and law enforcement services, particularly in urban centers, improving public trust in and utilization of the formal justice system, and expanding the justice service to rural areas. Alternative Dispute Resolution (ADR) Centers link the traditional means for dispute resolution with the formal justice systems, as a majority of the people in Somaliland continue to rely on customary law.

The Somaliland Statute of Human Rights focuses on improving human rights education, monitoring law enforcement officers, and promoting freedom of expression, due process, and fundamental human rights. It supports individuals who complain about violations through counseling, mediation, and referral to related agencies. It secures the release of legal services and advocates for detainees and detention centers, enhancing their rights through periodic assessments and reporting. It advocates for freedom of expression and due process legal assistance and publishes an annual report on the human rights situation in Somaliland.

During the NDP III period, studies and assessments focused on the rule of law, penal code, Islamic jurisprudence, adultery, stealing, and imprisonment. The aim was to review Somaliland's criminal and civil laws to make them more comprehensive and update them. The study also examined public opinion on Islamic jurisprudence, adultery, stealing, and imprisonment. The research aimed to make Somaliland's criminal and civil laws more effective.

The major challenges and key Issues identified for the NDP III period are the following:

- Harmonizing the three legal systems: the Sharia law, customary law, and formal justice systems.
- Introducing alternatives to imprisonment (parole, probation, diversion, rehabilitation).
- Increasing collaboration between human rights stakeholders, including law enforcement agents.
- Increasing community knowledge and awareness of human rights and related laws.
- Improving conditions to ensure staff retention of experienced personnel.
- Addressing gaps in legislation, like the anti-discrimination law and compensation in instances where human rights are violated. Generally, there is no national human rights policy in Somaliland
- Building capacity of staff on gender and human rights related issues.
- Enhancing the capacity of legal professionals through professional training to improve their knowledge and skills to effectively discharge their core functions.
- Rolling out access to justice and legal aid services to remote areas of the country, with special consideration for vulnerable social groups.

- Improving the human rights protections of prisoners, ensuring they are treated in a respectful and dignified manner.
- Expanding government sponsored formal and informal education and skills trainings to prisoners.
- Building the capacity of duty bearers by providing them with regular trainings on human rights principles and standards.
- Strengthening the level of compliance with human rights principles and standards in public and private institutions.
- Capacitating duty bearers on human rights principles and standards, improving their knowledge, skills, and attitudes regarding the respect for human rights.
- Organizing frequent inspection visits to public and private institutions (police stations, prisons, and mental health centers) to monitor their compliance with human rights principles and standards.
- Enhancing public awareness and knowledge on human rights through various platforms.

## 5.2 Linking SOLL’s Mandate to NDPIII

The Somaliland Lawyers Association (SOLLA) has released its strategic plan for 2018–2022, which outlines clear deliverable priorities for the next five years (2023–2023). The plan aligns with the Somaliland national development plan (NDPIII) of 2023–2027 and outlines funding sources for programs aligned with national priorities. SOLLA serves specific target groups, including vulnerable communities like IDPs, minorities, women, children, elderly people, HIV/AIDS-affected individuals, remanded and detainees, victims of human trafficking, SGBV/GBV, human rights violations, the poor, human rights defenders, and journalists. The plan also emphasizes the importance of legal services and protection support for these groups. SOLLA has established strong relationships with stakeholders to design and implement programs in areas such as the rule of law, access to justice, legal aid, human rights, legal research, and provisional development. SOLLA professed target groups free profit. Legal services include legal representation at all levels of Somaliland courts, mediation, and legal advice.

## 4.3 SWOT Analysis of the SOLLA

### 5.3.1 Internal Environment Analysis

The analysis is aimed at identifying the strengths and weaknesses of the SOLLA. The strengths of the SOLLA that enable it to accomplish its mandate and achieve the strategic objectives and the weaknesses that must be addressed in order to realize the strategic objectives during the plan period are summarized herein: Table 3: Internal Environment Analysis

Strengths	Weaknesses
<p>SOLLA is registered under the Ministry of Justice of Somaliland under ref WC/XW/G-02/12/2021 dated valid for one year.</p> <p>There are no pending legal cases against the SOLLA that were brought to our attention.</p> <p>SOLLA has in place guidelines on anti-fraud and corruption providing guidance</p>	<p>1) Whilst SOLLA has in place policies and procedures on anti-fraud and corruption as well as a mechanism for staff or beneficiaries to report cases of fraud or corruption and a mechanism for protection against retaliation, we identified the following gaps;</p> <ul style="list-style-type: none"> <li>• We observed that the staff and stakeholders are not sensitized to anti-fraud and corruption policy based on random interviews with staff present during the assessment.</li> </ul>

Strengths	Weaknesses
<p>and expected behaviour by staff and other stakeholders.</p> <p>The governing body meets regularly, and minutes of meetings are maintained.</p>	<ul style="list-style-type: none"> <li>• The anti-fraud and corruption guidelines lack details of exactly how a complaint can be made such as telephone, email, and complaints box as well as guidelines on safeguarding whistle-blowers.</li> <li>• The policy has not been approved.</li> <li>• The anti-fraud and corruption guidelines lack details on how the whistle-blowers will be protected</li> <li>• The Organisation does not have formal feedback and complain mechanism that beneficiaries can use to channel their concern about the project.</li> </ul>
<p>The SOLLA project work plans indicate the planned activities and expected implementation timeline.</p> <p>The SOLLA has an M&amp;E policy in place to guide project monitoring and evaluation.</p>	<p>2) The SOLLA does not have a comprehensive programme policy that guides project planning and implementation. Without the programme policy, the SOLLA may not be able to effectively plan, identify programme risks and put in place mitigating measures.</p> <p>3) Although SOLLA has work plans that specify the project objectives, , and targets. The work plan does not have budget for the activity and performance indicator There is no evidence on whether the work plans are reviewed against the performance every month and afterward progress reports shared with the BOD.</p> <p>4) Although SOLLA has a risk policy in place, risk assessment and development of a risk register were not conducted on an annual basis, we noted that the SOLLA does not have a risk identification and mitigation mechanism. Risks may go unidentified and subsequently not properly addressed. Identifying recurring trends may not be achieved therefore the ability to achieve the organizational objectives may be compromised.</p>
<p>SOLLA has a Human Resources policy and Procedure clearly defining the recruitment, employment, and personnel practices to be followed.</p> <p>The staff have clearly defined job descriptions.</p>	<p>5) Verification of personnel files revealed various instances where the personnel files lacked recruitment process, academic and professional certificates, results of background reference checks, signed contracts for staff, leave forms, performance evaluation results and identification documents.</p> <p>6) Although SOLLA has a defined job description. We noted that respective staff have not signed the JDs to evidence actual distribution and ownership by each staff</p>

Strengths	Weaknesses
<p>SOLLA has a finance policy providing guidelines on accounting and financial management within the organization.</p> <p>SOLLA has a cost allocation policy in place.</p> <p>Bank reconciliations were prepared by the SOLLA on monthly basis.</p> <p>All payments are paid by cheque. The organization does not maintain cash in hand/ Petty Cash.</p>	<p>7) SOLLA does not have a double-entry accounting system in place to record accounting and finance data. The organization’s accounting data is recorded in MS excel/word templates.</p> <p>8) Although SOLLA has a finance policy we identified the following gaps;</p> <ul style="list-style-type: none"> <li>• We noted that the policy lacks a table showing payment approval thresholds.</li> <li>• We noted that although SOLLA prepares monthly bank reconciliation, SOLLA finance policy does not required management to prepare bank reconciliation.</li> <li>• Financial policy does not requires management to prepare a budget</li> </ul> <p>9) Based on our review of the SOLLA payment documents, we noted that Payment vouchers and supporting documents have not been stamped “PAID” or indicated with the UNDP project code.</p> <p>10) There is a Travel policy in place that provides guidelines with regards to field travels and related costs when on official duty outside the duty station. However, the policy does not specify how much one receives as a DSA when he/she travel out of the office on an official mission.</p> <p>11) We noted that even though the SOLLA has in place policies on timesheets management the SOLLA only maintains attendance lists for staff which does not indicate the actual time spent on activities.</p> <p>12) SOLLA finance guidelines do not state the basis of accounting for its income and expenditure</p> <p>13) The finance policy lacks guidelines on the minimum number of signatories required and the approval process for new signatories</p> <p>14) Although the size of the SOLLA and nature of operations is not large or complex, We noted that SOLLA currently lacks an internal audit department</p>
<p>SOLLA has in place an assets management policy guiding purchases and disposal of assets.</p>	<p>15) Although The SOLLA maintains an assets register for all its assets, we noted that the register does not indicate details such as assets tag reference, value and acquisition dates.</p> <p>16) There was no evidence of any physical verification of assets done.</p>

Strengths	Weaknesses
<p>SOLLA has institution audited financial statements for two years.</p> <p>All SOLLA computers are password protected with limited access to accounting software to enhance data confidentiality and integrity.</p>	<p>17) The Financial Management System is not computerized/automated. Further, there is no accounting system in place capable of generating financial reports.</p> <p>18) Although The SOLLA confirmed that, they conduct back up on monthly basis through hard disks, which are kept offsite by the executive Director. We could not confirm since the assessment was conducted remotely.</p>
<p>The SOLLA has in place a procurement policy detailing the process to adhere in the procurement of goods and services.</p> <p>The procurement department is well structured with clear reporting lines.</p>	<p>5) Although the SOLLA have, the BOD has not approved a procurement policy in place the policy.</p> <p>6) The procurement team in charge of the procurement not conversant with procurement procedures for donors such as the World Bank, UN, EC.</p> <p>7) .The procurement policy indicated that purchases of USD 5,000 - USD 200,000 - should be approved by BOD Executive committee consists Chairperson, V/chairperson, Secretary General and the Executive Director that mean the BOD involvement in operation of the organization whiles their roles should be oversight.</p> <p>8) We reviewed the competitive procurements carried out for US\$ 1,545 and noted the following weaknesses;</p> <ul style="list-style-type: none"> <li>• Lack of supplier back ground check</li> <li>• Lack of GRN</li> <li>• Lack of good delivery not</li> </ul>

#### 4.3.2 External Environment Analysis

The process took cognizance of possible opportunities and threats. Opportunities are considered the operational potential that the SOLLA will exploit in order to achieve its stated objectives. Threats are the external operational challenges that are likely to hinder the SOLLA from realizing its mandate.

An analysis of the SOLLA's opportunities and threats is outlined below.

Table 4: External Environment Analysis

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Potential partners and projects</li> <li>• Good relationship with Justice sector intuitions and vulnerable communities</li> <li>• Existence of coordination plat forms</li> <li>• RM Strategy developed</li> <li>• Potential donors.</li> <li>• Strategic plans in place</li> <li>• Increasing trend of partners willing for programming engagement</li> <li>• The establishment of a bar association to increase the need for fully harness I transformative potential.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited Funds and Resources</li> <li>• Ethical issues threaten integrity of the profession Ethical issues threaten integrity of the profession</li> <li>• Lack of SOLLA transformative to potential bar association</li> <li>• Number of senior and well qualified lawyers relatively low compared to regional in the country studies</li> </ul>

#### 4.4 PESTLE Analysis

The table below presents the impact of political, economic, social, technological, legal, and environmental issues on SOLLA's activities and operations.

Table 5: Regional Pestle Analysis

Category	Issues	Category Issues Effect	Category Issues Effect
Political	Fast evolving political environment		<ul style="list-style-type: none"> <li>• Causes uncertainties that hinder effective Implementation of the Strategic Plan</li> <li>• Unfairness in the administration of justice and rule of law and upholding human rights hence discrimination of some groups</li> </ul>

Economic and/or financial	<ul style="list-style-type: none"> <li>• Scarce resources and ever increasing demands</li> <li>• The huge sums of financial resources required for outreach activities.</li> <li>• infrastructure development of the roads network</li> <li>• Developed ICT sector</li> <li>• Easy financial movement through mobile money transfer</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient budget allocation limiting</li> <li>• Potential for implementation.</li> <li>• Competing needs will lead to reduced funding for some activities</li> <li>• Could lead to increased resources for funding more initiatives.</li> <li>• Might increase partnership conflicts</li> <li>• Increases available resources in the country</li> <li>• Increases business opportunities and could lead to more disputes</li> </ul>
Social/Cultural	<ul style="list-style-type: none"> <li>• Existing conflict between traditional and conventional conflict resolution methods</li> <li>• Different understanding of the various concepts of justice</li> <li>• Gaps in training of lawyers to appreciate concepts of justice</li> </ul>	<ul style="list-style-type: none"> <li>• Increases disputes among partners members</li> <li>• Causes confusion in the administration of justice</li> <li>• Non effective legal representation of the litigants</li> </ul>
Technology Advancement	<ul style="list-style-type: none"> <li>• Emergence of cyber crime</li> <li>• Advancement in the ICT sector – mobile money transfer , fire optic</li> <li>• Lack of forensic labs (evidence gathering, preservation and presentation).</li> </ul>	<ul style="list-style-type: none"> <li>• Complexity in access to justice and rule of law and upholding human rights</li> <li>• Take advantage of technology to communicate with partners and stakeholders expeditiously</li> <li>• Take advantage of technology to conduct SOLLA business expeditiously</li> <li>• Weak evidence gathering compromises case management</li> </ul>
Legal Framework	<ul style="list-style-type: none"> <li>• Out dated legislation where some</li> <li>• legislation is not properly aligned with the</li> <li>• Constitution and policy framework</li> <li>• Lack of capacity of other law institutions</li> <li>• and human rights</li> <li>• Rigid and technical court procedures</li> <li>• Existing conflict between traditional and</li> </ul>	<ul style="list-style-type: none"> <li>• Delay of cases/frustrations due to the</li> <li>• resulting confusion</li> <li>• Delayed review of necessary legislation</li> <li>• Some of the institutions may not implement the recommendations effectively</li> <li>• Increases disputes among community members</li> </ul>



	<ul style="list-style-type: none"> <li>• conventional conflict resolution methods</li> </ul>	
Environment	<ul style="list-style-type: none"> <li>• Limited natural resources</li> <li>• Poor working conditions of stakeholders e.g. poor physical buildings, information storage</li> </ul>	<ul style="list-style-type: none"> <li>• Worsens/ perpetuates conflicts</li> <li>• Poor performance and low achievement of targets</li> </ul>

#### 4.5 Stakeholder Analysis

The table analyzes the relationship between stakeholders and SOLLA in terms of activities, operations, and management, outlining specific activities stakeholders can undertake for SOLLA and vice versa.

Table 5; Stakeholder's analysis

Stakeholders	What they can do for SOLLA	What can SOLLA do for the Stakeholders
Members	<ul style="list-style-type: none"> <li>• Adherence to the SOLLA Rules and Regulations</li> <li>• Timely payment of subscription fees</li> <li>• Exemplary legal practice and conduct</li> <li>• Involvement in the SOLLA activities and programme</li> <li>• Compliance with capacity development programme</li> </ul>	<ul style="list-style-type: none"> <li>• Quality and affordable training programmes and services</li> <li>• Quality administrative services</li> <li>• Empowerment of members through linkages and partnerships</li> <li>• Availability of local and international linkages</li> <li>• Participation in programmes review and development</li> <li>• Good society's image</li> </ul>
BOD	<ul style="list-style-type: none"> <li>• Quality policy direction and oversight</li> <li>• Supporting the Bar technical structures</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of adopted policies</li> <li>• Quality &amp; timely services</li> <li>• Good image of the SOLLA</li> </ul>
Secretariat	<ul style="list-style-type: none"> <li>• Quality service for the SOLLA</li> <li>• Innovation, creativity and productive efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Job security and sustainability of the bar</li> <li>• Professional development</li> <li>• Quality welfare services</li> <li>• Healthy , safe and secure working environment</li> </ul>

CSOs, NGOs, professional bodies e.g. allied services providers and human rights etc.	<ul style="list-style-type: none"> <li>• Resource mobilization</li> <li>• Publicity</li> <li>• Awareness creation</li> <li>• Research</li> <li>• Advocacy</li> <li>• Lobbying</li> <li>• Whistle blowing</li> </ul>	<ul style="list-style-type: none"> <li>• Information for efficient advocacy</li> <li>• Encourage active participation</li> <li>• Share M&amp;E reports</li> </ul>
Rule of law partners e.g.	<ul style="list-style-type: none"> <li>• Support funding</li> <li>• Capacity building</li> <li>• Political leverage e.g. pressure on Government to pass important laws</li> </ul>	<ul style="list-style-type: none"> <li>• Policy making direction</li> <li>• Economic and social mapping</li> <li>• Commitment to transparency and accountability</li> </ul>
Research institutions	<ul style="list-style-type: none"> <li>• Generating knowledge</li> <li>• Disseminate information</li> </ul>	<ul style="list-style-type: none"> <li>• Identify knowledge gaps</li> <li>• Support research</li> </ul>
Academia	<ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Information dissemination</li> </ul>	<ul style="list-style-type: none"> <li>• Identify capacity building needs</li> </ul>
The public	<ul style="list-style-type: none"> <li>• Provide information e.g. petitions</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitization</li> <li>• Participation spaces e.g. through forums</li> <li>• Build public confidence</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Information dissemination</li> <li>• Public awareness</li> <li>• Whistle blowing</li> <li>• Investigation</li> <li>• Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>• Information sharing</li> <li>• Capacity building</li> <li>• Provide advocacy materials</li> <li>• Involve media in their activities</li> </ul>
Private sector	<ul style="list-style-type: none"> <li>• Support funding</li> <li>• Publicity</li> <li>• Investor confidence e.g. mainstreaming some of their concerns to advice in policies</li> </ul>	<ul style="list-style-type: none"> <li>• Share information</li> <li>• Create stakeholder forums</li> <li>• Open space for effective engagement</li> </ul>
Regional and international bodies	<ul style="list-style-type: none"> <li>• Bench marking</li> <li>• Sharing best practices</li> <li>• Creating awareness on SOLLA</li> <li>• Whistle blowing</li> </ul>	<ul style="list-style-type: none"> <li>• Information sharing for regional and international advocacy</li> <li>• Identify key areas for support and collaboration</li> </ul>

### 2.1. Strategic Planning Process

SOLLA's strategic planning process is essential to achieving its goals and fulfilling its mandate of promoting the rule of law and access to justice in Somaliland. SOLLA's strategic planning process involves participatory and inclusive processes that ensure consultations and the inclusion of a broad range of internal and external stakeholders. This entails the participation of the SOLLA Committee, members, and other stakeholders.

1. Situation analysis: SOLLA conducts a comprehensive situation analysis to identify the key challenges and opportunities facing the organization and the legal sector in Somaliland. This analysis includes gathering data on the following:
  - a. The current state of the legal system in Somaliland
  - b. The needs of the Somaliland people
  - c. The strengths, weaknesses, opportunities, and threats facing SOLLA
2. Goal setting: Based on the situation analysis, SOLLA develops a set of goals for the next five years. These goals should be specific, measurable, achievable, relevant, and time-bound.
3. Strategy formulation: SOLLA develops strategies to achieve its goals. These strategies should be aligned with the organization's mission and values, and they should be realistic and achievable.
4. Action planning: SOLLA develops action plans to implement its strategies. These action plans should include specific activities, timelines, and budgets.
5. Monitoring and evaluation: SOLLA monitors and evaluates its progress towards achieving its goals and to identify areas where adjustments are needed.

### 2.2. Strategic Planning Rationale

Coupled with a strengthened institutional and organizational foundation is the need for a clear strategy for each partner. While external support will be required to develop these strategies, they must be reflective of the partners' own view of what they wish to achieve, why, and what is realistic. SOLLA should examine other resources at their disposal. Each strategy should focus on how the partner can become more self-sufficient and sustainable in the long term.

- It ensures that the organization is aligned with the needs of the Somaliland people and the legal sector.
- It helps the organization to identify and mitigate risks.
- It provides a framework for monitoring and evaluating progress.

## Section.7 The SOLLA Strategic Logical Framework Matrix

The detailed implementation matrix outlines strategic objectives, strategies, key activities, performance indicators, means of verification and assumptions. These budgets and activates implementation timeframes will be part of the annual work plans (AWPs) for ensuring strategic plan objectives are effective execution.

	<b>Narrative</b>	<b>Indicators</b>	<b>Means of Verification</b>	<b>Assumptions</b>
<b>Goal</b>	<b>Improve access to justice for vulnerable communities in Somaliland.</b>			
<b>Outcome</b>	<b>Increased access to justice and legal support for vulnerable communities.</b>	% of vulnerable community members who have been victims of abuse or neglect who have received legal representation in their custody cases		
<b>Objective 1:</b>	<b>Increased rights awareness among targeted vulnerable communities, justice stakeholders, and the public.</b>			
<b>Output 1.1:</b>	<b>Conduct awareness campaigns and community awareness sessions on basic rights, justice pathways, and norms for target populations.</b>	#of staff, board members, and members who participate in training and professional development activities.		
Activities:	<ul style="list-style-type: none"> <li>▪ Develop informational materials on basic rights and justice pathways.</li> <li>▪ Organize and facilitate awareness campaigns in targeted communities.</li> <li>▪ Conduct community awareness sessions to educate individuals about their rights and available justice mechanisms.</li> <li>▪ Collaborate with local leaders and organizations to reach a wider audience</li> </ul>	<ul style="list-style-type: none"> <li>#of informational materials developed on basic rights and justice pathways.</li> <li>#of awareness campaigns organized and facilitated in targeted communities.</li> <li>#of community awareness sessions conducted</li> <li>#of local leaders and organizations with which SOLLA collaborates on awareness and education efforts.</li> </ul>	<ul style="list-style-type: none"> <li>Review of informational materials.</li> <li>-Review of documentation and interviews with key stakeholders.</li> <li>- Review of documentation and interviews with participants.</li> <li>- Review of documentation and interviews with key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>SOLLA has the resources and capacity to develop informational materials</li> <li>SOLLA has the resources and capacity to organize and facilitate awareness campaigns</li> <li>SOLLA has the resources and capacity to conduct community awareness sessions.</li> <li>Local leaders and organizations are willing to collaborate with SOLLA on awareness and education efforts.</li> </ul>
<b>Output 1.2:</b>	<b>Host public dialogues to educate justice stakeholders, the public, and legal aid providers on barriers faced by vulnerable groups in accessing justice.</b>	#of public dialogues hosted.		
Activities:	<ul style="list-style-type: none"> <li>▪ Organize public dialogues on access to justice issues in different regions of Somaliland.</li> <li>▪ Invite justice stakeholders, legal aid providers, and community members to participate.</li> <li>▪ Facilitate discussions on the challenges faced by vulnerable groups and potential solutions.</li> <li>▪ Promote knowledge sharing and collaboration among stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>#of public dialogues organized on access to justice issues in different regions of Somaliland.</li> <li>#of justice stakeholders, legal aid providers, and community members who participate in the public dialogues.</li> <li>#of discussions facilitated on the challenges faced by vulnerable groups and potential solutions.</li> <li>#of opportunities created for knowledge sharing and collaboration among stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Review of documentation and interviews with key stakeholders.</li> <li>Review of attendance records and interviews with participants.</li> <li>Review of discussion transcripts and interviews with participants.</li> <li>Review of documentation and interviews with key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>SOLLA has the resources and capacity to organize public dialogues.</li> <li>Justice stakeholders, legal aid providers, and community members are willing to participate in the public dialogues.</li> <li>SOLLA has the capacity to facilitate productive discussions on access to justice issues</li> <li>Stakeholders are willing to share knowledge and collaborate on access to justice issues.</li> <li>All activities are implemented in a timely and effective manner.</li> </ul>

<b>Objective 2:</b>	<b>Expand access to legal and justice support for vulnerable communities</b>	#of needs assessments conducted		
<b>Output 2.1:</b>	<b>Provide target communities with free, quality legal assistance services</b>			
	<ul style="list-style-type: none"> <li>▪ Train SOLLA Program Officers and Justice Promoters on legal assistance skills.</li> <li>▪ Establish legal aid centers in targeted communities.</li> <li>▪ Provide legal advice, counseling, and representation to individuals in need.</li> <li>▪ Develop referral networks with other legal and support organizations for comprehensive assistance.</li> </ul>	<p>#of SOLLA Program Officers and Justice Promoters trained in legal assistance skills.</p> <p>#of legal aid centers established in targeted communities.</p> <p>#of individuals who receive legal advice, counseling, and representation from SOLLA.</p>	<p>Review of training records.</p> <p>Review of documentation and interviews with key stakeholders.</p> <p>Review of case records and interviews with clients.</p>	<p>SOLLA Program Officers and Justice Promoters are willing to participate in training.</p> <p>SOLLA has the resources and capacity to establish legal aid centers.</p> <p>SOLLA has the resources and capacity to provide legal assistance to individuals in need.</p>
<b>Objective 3:</b>	<b>Improve coordination among justice stakeholders and service providers in Somaliland regions.</b>			
<b>Output 3.1:</b>	<b>Conduct baseline assessment and joint consultation with justice stakeholders</b>	#of baseline assessments conducted.		
Activities:	<ul style="list-style-type: none"> <li>▪ Regional justice coordination meetings</li> <li>▪ Establish a communication platform</li> <li>▪ Conduct joint research and analysis</li> <li>▪ Support capacity building and training</li> <li>▪ Advocate for policy and legal reforms.</li> </ul>	<p>#of regional justice coordination meetings held per year and #of referral networks established with other legal and support organizations.</p> <p>#of users registered and active used on the communication platform</p> <p>#of Number of joint research and analysis conducted.</p> <p>#of number of capacity-building activities supported and participants trained.</p> <p>% of stakeholders advocating for policy and legal reforms has positively impacted.</p>	<p>Attendance records, Agenda with Meeting minutes and reports</p> <p>Regular feedback from users and performance measures of the platform</p> <p>Surveys and assessments with benefited (individuals or Justice institutions)</p> <p>Compile a well-organized with up-to-date list of policy and legal reforms related to advocacy area</p>	<p>Active participation, information sharing, commitment to follow-up actions, supportive leadership, and adequate resources</p> <p>Accessible infrastructure with adoption and engagement platform</p> <p>Environment supportive, stakeholder engagement, commitment, resources availability, relevance, and quality.</p> <p>Access and process information from reliable sources</p>
<b>Objective 4:</b>	<b>Enhance the institutional capacity of SOLLA for transformational change.</b>			
<b>Output 4.1:</b>	<b>Review and revise policies and procedures manual to enhance institutional capacity</b>	#of policies and procedures reviewed and assessed.		
	<ul style="list-style-type: none"> <li>▪ Conduct a micro-assessment of SOLLA's policies and procedures.</li> <li>▪ Identify areas for improvement, such as financial policies, human resources, governance, and program delivery.</li> <li>▪ Revise and amend existing policies and procedures based on assessment findings and recommendations.</li> <li>▪ Develop a comprehensive policies and procedures manual that reflects best practices.</li> </ul>	<p>#of policies and procedures assessed.</p> <p>#of areas for improvement identified.</p> <p>#of policies and procedures revised and amended.</p> <p>#of policies and procedures included in the manual.</p>	<p>Review of policies, procedures, and interviews with key staff.</p> <p>Review of assessment findings and interviews with key staff</p> <p>Review of revised and amended policies and procedures.</p> <p>Review of the policies and procedures manual</p>	<p>SOLLA staff are willing to participate in the assessment process.</p> <p>SOLLA is committed to improving its policies and procedures.</p> <p>SOLLA staff have the capacity to revise and amend policies and procedures</p> <p>SOLLA has the capacity to develop a comprehensive policies and procedures manual</p>
<b>Output 4.2:</b>	<b>Enhance staff, board of directors, GA and members' capacity in key area</b>	#of capacity assessments conducted.		

Activities	<ul style="list-style-type: none"> <li>Provide training and professional development opportunities for staff, board members, and members.</li> <li>Focus on areas such as legality, governance, strategic planning, resource mobilization, networking, monitoring, evaluation, and program delivery.</li> <li>Foster a culture of continuous learning and improvement within SOLLA.</li> <li>By achieving these objectives and outputs, SOLLA will contribute to the outcome of increased access to justice and legal support for vulnerable communities in Somaliland, ultimately working towards the goal of improving access to justice for these communities</li> <li>Provide support and regularly to carry out the SOLLA General Assembly as it works to promote responsibility, effectiveness, and transparency, accountability, participation, and leadership elections.</li> </ul>	<p>#of staff, board members, and members who participate in training and professional development activities.</p> <p>#of training and professional development activities conducted on legality, governance, strategic planning, resource mobilization, networking, monitoring, evaluation, and program delivery.</p> <p>#of policies and procedures implemented to promote continuous learning and improvement.</p> <p>#of SOLLA GA is being supported and regularly conducted</p>	<p>Review of training and professional development records</p> <p>Review of training and professional development</p> <p>Review of policies and procedures.</p> <p>The SOLLA GA to be able to carry out its work.</p>	<p>SOLLA staff, board members, and members are willing to participate in training and professional development activities.</p> <p>SOLLA has the resources and capacity to conduct training and professional development activities on these topics.</p> <p>SOLLA is committed to fostering a culture of continuous learning and improvement.</p> <p>SOLLA GA's budget that is allocated to support its work</p>
<b>Objective 5:</b>	<b>Eliminate gender-based violence (GBV) and discriminatory laws/practices affecting women and girls</b>			
<b>Output 5.1:</b>	<b>Prevention and Strengthening of Investigation, Prosecution, and Adjudication of GBV Offenses</b>	#of situational analyses conducted.		
Activities:	<ul style="list-style-type: none"> <li>Collaborate with Rule of Law-supported parties, civil society, and medical actors to develop preventive measures against GBV.</li> <li>Develop and implement training programs for law enforcement agencies to strengthen the investigation, prosecution, and adjudication of GBV offenses.</li> <li>Enhance the capacity of courts and legal institutions to handle GBV cases effectively.</li> </ul>	<p>#of preventive measures against GBV developed in collaboration with Rule of Law-supported parties, civil society, and medical actors.</p> <p>#of law enforcement officers who participate in training programs on the investigation, prosecution, and adjudication of GBV offenses.</p> <p>#of courts and legal institutions with the capacity to handle GBV cases effectively.</p>	<p>Review of documentation and interviews with key stakeholders.</p> <p>Review of training attendance records.</p> <p>Review of court records and interviews with key stakeholders.</p>	<p>Rule of Law-supported parties, civil society, and medical actors are willing to collaborate on developing preventive measures against GBV.</p> <p>Law enforcement agencies are willing to participate in training programs on the investigation, prosecution, and adjudication of GBV offenses.</p> <p>Courts and legal institutions are willing to improve their capacity to handle GBV cases effectively.</p>
<b>Output 5.2:</b>	<b>Support to Survivors of GBV</b>	#of survivors of GBV supported		
Activities:	<ul style="list-style-type: none"> <li>Provide support services, including counseling and legal assistance, to survivors of GBV.</li> <li>Establish safe spaces and shelters for survivors of GBV.</li> <li>Advocate for the provision of medical and psychosocial support to GBV survivors.</li> </ul>	<p>#of survivors of GBV who receive support services, including counseling and legal assistance.</p> <p>#of safe spaces and shelters established for survivors of GBV.</p> <p>#of policies and programs implemented that provide medical and psychosocial support to GBV survivors.</p>	<p>Review of case records and interviews with survivors of GBV</p> <p>Review of documentation and interviews with key stakeholders.</p> <p>Review of government policies and programs.</p>	<p>Survivors of GBV are willing to access support services.</p> <p>There is sufficient funding and resources available to establish safe spaces and shelters.</p> <p>Governments are willing to implement policies and programs that provide medical and psychosocial support to GBV survivors.</p>

<b>Output 5.3:</b>	<b>Elimination of Discriminatory Laws and Practices</b>	#of laws and policies reviewed.		
Activities:	<ul style="list-style-type: none"> <li>Conduct research and advocacy to identify discriminatory laws and practices affecting women and girls.</li> <li>Develop and implement strategies to advocate for the elimination of discriminatory laws and practices.</li> <li>Provide technical assistance and support to relevant stakeholders for the implementation of laws promoting women's rights and equality.</li> </ul>	<p>#of research studies conducted and advocacy campaigns launched to identify discriminatory laws and practices affecting women and girls.</p> <p>#of advocacy strategies developed and implemented to promote the elimination of discriminatory laws and practices</p> <p>#of relevant stakeholders who receive technical assistance and support for the implementation of laws promoting women's rights and equality.</p>	<p>Review of research reports and advocacy materials.</p> <p>Review of advocacy plans and reports</p> <p>Review of technical assistance and support plans and reports.</p>	<p>Relevant stakeholders are willing to participate in research and advocacy efforts. Relevant stakeholders are willing to implement advocacy strategies.</p> <p>Relevant stakeholders are willing to receive technical assistance and support</p>
<b>Objective 6:</b>	<b>Enhance the Impact Research and Programming</b>			
<b>Output 6.1:</b>	<b>Transition to Program-Based, Evidence-Driven Strategy</b>	#of needs assessments conducted.		
Activities:	<ul style="list-style-type: none"> <li>Collaborate with Rule of Law-supported parties, civil society, and medical actors to develop preventive measures against GBV.</li> <li>Develop and implement training programs for law enforcement agencies to strengthen the investigation, prosecution, and adjudication of GBV offenses.</li> <li>Enhance the capacity of courts and legal institutions to handle GBV cases effectively.</li> </ul>	<p>#of preventive measures against GBV developed in collaboration with Rule of Law-supported parties, civil society, and medical actors.</p> <p>#of law enforcement officers who participate in training programs on the investigation, prosecution, and adjudication of GBV offenses.</p> <p>#of courts and legal institutions with the capacity to handle GBV cases effectively.</p>	<p>Review of documentation and interviews with key stakeholders.</p> <p>Review of training attendance records. Review of court records and interviews with key stakeholders.</p>	<p>Rule of Law-supported parties, civil society, and medical actors are willing to collaborate on developing preventive measures against GBV.</p> <p>Law enforcement agencies are willing to participate in training programs on the investigation, prosecution, and adjudication of GBV offenses.</p> <p>Courts and legal institutions are willing to improve their capacity to handle GBV cases effectively.</p>
<b>Output 6.2:</b>	<b>Improved Quality and Originality of Impact Research</b>	#of impact research studies reviewed.		
Activities:	<ul style="list-style-type: none"> <li>Develop guidelines and standards for conducting high-quality impact research.</li> <li>Support research initiatives that address key policy and programmatic gaps.</li> <li>Promote the dissemination and utilization of impact research findings for policy and advocacy purposes.</li> </ul>	<p>#of guidelines and standards for conducting high-quality impact research developed.</p> <p>#of research initiatives supported that address key policy and programmatic gaps.</p> <p>#of impact research findings disseminated and utilized for policy and advocacy purposes.</p>	<p>Review of documentation and interviews with key stakeholders</p> <p>Review of research proposals and interviews with researchers</p> <p>Review of media coverage and interviews with policymakers and advocates.</p>	<p>Key stakeholders are willing to participate in the development of guidelines and standards for conducting high-quality impact research</p> <p>Researchers are willing to apply for funding to support research initiatives that address key policy and programmatic gaps</p> <p>Policymakers and advocates are interested in using impact research findings to inform their work.</p>
<b>Objective 7:</b>	<b>Attain a Competent, Effective, and Independent Legal Profession</b>			
<b>Output 7.1:</b>	<b>Professional Development and Capacity Building for Lawyers</b>	#of needs assessments conducted.		
Activities:	<ul style="list-style-type: none"> <li>Conduct Training Needs Assessments (TNA) to identify areas for capacity development among lawyers, including women's law practices.</li> <li>Develop Continuing Professional Development (CPD) training models for lawyers.</li> <li>Provide technical assistance and support in establishing a national code of conduct for lawyers and strengthening disciplinary committees.</li> </ul>	<p>#of TNA conducted among lawyers and women's law practices.</p> <p>#of CPD training models developed for lawyers.</p> <p>#of lawyers with a national code of conduct for country and functioning disciplinary committees.</p>	<p>Review of TNA reports.</p> <p>Review of CPD training models.</p> <p>Review of national codes of conduct for lawyers and documentation from disciplinary committees.</p>	<p>Lawyers and women's law practices are willing to participate in TNAs.</p> <p>The CPD training models are developed in consultation with relevant stakeholders, including lawyers, women's law practices, and legal professional bodies.</p> <p>Governments and legal professional bodies are committed to establishing a national code of conduct for lawyers and strengthening disciplinary committees</p>

<b>Output 7.2:</b>	<b>Protection of Lawyers' Rights and Conduct</b>	#of situational analyses conducted.		
Activities:	<ul style="list-style-type: none"> <li>Advocate for the protection of lawyers' rights under the Jurisdiction Law No. 30/2004.</li> <li>Support the establishment of licensing mechanisms for lawyers and their associations.</li> <li>Develop mechanisms for monitoring and addressing lawyer misconduct based on conduct in legal matters.</li> </ul>	<ul style="list-style-type: none"> <li>#of cases where lawyers' rights have been protected under the Jurisdiction Law No. 30/2004</li> <li>#of lawyers with licensing mechanisms for country and their associations.</li> <li>#of cases of lawyer misconduct that have been monitored and addressed based on conduct in legal matters.</li> </ul>	<ul style="list-style-type: none"> <li>Review of court records and interviews with lawyers.</li> <li>Review of national legislation and interviews with key stakeholders.</li> <li>Review of disciplinary committee records and interviews with key stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Lawyers are willing to report cases where their rights have been violated.</li> <li>Governments are willing to establish licensing mechanisms for lawyers and their associations.</li> <li>Disciplinary committees are willing to monitor and address cases of lawyer misconduct.</li> </ul>
<b>Objective 8:</b>	<b>Enhance the Transformative Potential of the Bar Association</b>			
<b>Output 8.1:</b>	<b>Baseline Assessment and Consultation with Justice Stakeholders</b>	# of baseline assessments and consultations with justice stakeholders conducted		
Activities:	<ul style="list-style-type: none"> <li>Conduct a comprehensive baseline assessment to identify legal framework constraints, gaps, and challenges.</li> <li>Engage in joint consultations with justice stakeholders to develop approaches and models for addressing opposition and challenges.</li> <li>Provide support in developing a roadmap strategy that highlights outcomes and progress towards the transformative potential of the regrouping bar association</li> </ul>	<ul style="list-style-type: none"> <li>#and type of legal framework constraints, gaps, and challenges identified through the comprehensive baseline assessment.</li> <li>#and type of joint consultations held with justice stakeholders to develop approaches and models for addressing opposition and challenges.</li> </ul>	<ul style="list-style-type: none"> <li>Review of the baseline assessment report and annual progress reports</li> <li>Review of meeting minutes and other documentation from joint consultations.</li> <li>Justice stakeholders are willing to engage in joint consultations.</li> </ul>	<ul style="list-style-type: none"> <li>The baseline assessment is conducted in a comprehensive and participatory manner.</li> <li>Review of the finalized roadmap strategy</li> <li>Relevant stakeholders are engaged in the development of the roadmap strategy.</li> </ul>
<b>Output 8.2:</b>	<b>Strengthening Institutional Capacity for Transformational Change</b>	#of consultations conducted with justice stakeholders.		
Activities:	<ul style="list-style-type: none"> <li>Enhance the skills and capacity of staff, board members, and members of the bar association.</li> <li>Review and revise the organization's policies and procedures manual based on its institutional capacity for transformational change.</li> <li>Conduct training and capacity-building programs in areas such as governance, strategic planning, resource mobilization, networking, and program delivery.</li> </ul>	<ul style="list-style-type: none"> <li>#of staff, board members, and members of the bar association who participate in training and capacity-building programs</li> <li>Organization's policies and procedures manual reviewed and revised to reflect the organization's institutional capacity for transformational change</li> <li>#of training and capacity-building programs conducted in areas such as governance, strategic planning, resource mobilization, networking, and program delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Review of training and capacity-building program attendance records.</li> <li>Review of the revised policies and procedures manual.</li> <li>Review of training and capacity-building program calendars and reports</li> </ul>	<ul style="list-style-type: none"> <li>Staff, board members, and members of the bar association are willing to participate in training and capacity-building programs</li> <li>Key stakeholders are engaged in the review and revision of the policies and procedures manual.</li> <li>There is a demand for training and capacity-building programs in areas such as governance, strategic planning, resource mobilization, networking, and program delivery.</li> </ul>
<b>Objective 9:</b>	<b>Provide Legal Services to Human Rights Defenders and Journalists</b>			
<b>Output 9.1:</b>	<b>Access to Legal Advice and Redress for Human Rights Defenders and Journalists</b>	#of people access to legal advice and redress		
Activities	<ul style="list-style-type: none"> <li>Establish a system for providing legal services to human rights defenders and journalists.</li> <li>Disseminate legal rights information and resources to ensure they have access to better advice.</li> <li>Advocate for the protection of human rights defenders and journalists and support their efforts in seeking redress for violations as part of advocating for the freedom of expression and due process</li> </ul>	<ul style="list-style-type: none"> <li>#of human rights defenders and journalists who receive legal services through the system</li> <li>#of cases where legal advice and redress has resulted in positive outcomes for human rights defenders and journalists.</li> <li>#of training and capacity-building programs conducted in areas such as program delivery on protection of human rights and advocating for the freedom of expression and due process</li> </ul>	<ul style="list-style-type: none"> <li>Court documents and legal proceedings</li> <li>Testimonials and case studies from human rights defenders and journalists</li> <li>Records of legal consultations and advice provided</li> <li>Monitoring and evaluation reports</li> <li>Interviews with human rights defenders and journalists</li> <li>Official statistics on legal assistance and redress for human rights defenders and journalists</li> </ul>	<ul style="list-style-type: none"> <li>Availability of legal aid or pro bono legal assistance for human rights defenders and journalists.</li> <li>Willingness of human rights defenders and journalists to seek legal advice and redress.</li> <li>Adequate legal frameworks and mechanisms in place to provide redress for human rights violations.</li> <li>Access to fair and impartial judicial systems for human rights defenders and journalists.</li> </ul>



	<ul style="list-style-type: none"> <li>Training of 300 law enforcement officers on human rights and in specific areas such as observing and respecting freedom of expression rights, due process, and the fundamental human rights enshrined in the Constitution</li> </ul>	#of law enforcement officers, lawyers, judges and prosecutors who participate in training programs on human rights.	Review of training and capacity-building program calendars and reports. Review of training attendance records.	Political will and support for the protection of human rights defenders and journalists. Transparency and accountability of legal processes and redress mechanisms. Recognition of the rights of human rights defenders and journalists by relevant authorities.  Law enforcement agencies are willing to participate in training programs on human rights.
<b>OBJECTIVE 10:</b>	<b>LOWER DISPARITY IN JUSTICE FOR WOMEN AND GIRLS</b>			
<b>Output 10.1:</b>	<b>Advocacy and Awareness Campaigns</b>	#of advocacy and awareness campaigns conducted.		
Activities:	<ul style="list-style-type: none"> <li>Conduct advocacy campaigns to raise awareness about gender disparities in the justice system.</li> <li>Engage with stakeholders to challenge discriminatory practices and promote the rights of women and girls.</li> <li>Collaborate with media and community leaders to disseminate messages of gender equality and justice.</li> </ul>	<p>#of people who are aware of gender disparities in the justice system as a result of the advocacy campaigns.</p> <p>#of stakeholders who commit to taking action to challenge discriminatory practices and promote the rights of women and girls as a result of the engagement efforts.</p> <p>#of media articles and community events that disseminate messages of gender equality and justice as a result of the collaboration.</p>	<p>Review of survey results and other documentation from the advocacy campaigns.</p> <p>Review of documentation from the engagement efforts, such as meeting minutes, action plans, and letters of commitment.</p> <p>Review of training attendance records.</p>	<p>The advocacy campaigns are effective in reaching their target Stakeholders are willing to engage in discussions about gender discrimination in the justice system audience.</p> <p>Legal professionals and justice sector actors are interested in participating in training programs on women's rights and gender-sensitive approaches.</p>
<b>Output 10.2:</b>	<b>Capacity Building and Training</b>	#of capacity building and training activities conducted.		
Activities:	<ul style="list-style-type: none"> <li>Develop and deliver training programs on women's rights and gender-sensitive approaches for legal professionals and justice sector actors.</li> <li>Foster partnerships with women's rights organizations to provide capacity-building support to grassroots communities.</li> <li>Monitor and evaluate the impact of capacity-building initiatives on reducing disparities in justice for women and girls.</li> </ul>	<p>#of legal professionals and justice sector actors who participate in training programs on women's rights and gender-sensitive approaches.</p> <p>#of women's rights organizations that receive capacity-building support through the partnerships.</p> <p>Review of survey results and other documentation from the monitoring and evaluation efforts.</p>	<p>Review of training attendance records.</p> <p>Review of documentation from the partnerships, such as partnership agreements, meeting minutes, and reports.</p> <p>Review of survey results and other documentation from the monitoring and evaluation efforts.</p>	<p>Legal professionals and justice sector actors are interested in participating in training programs on women's rights an gender-sensitive approaches</p> <p>The capacity-building support is adequately funded and resourced.</p> <p>The monitoring and evaluation efforts are able to accurately measure the impact of the capacity-building initiatives.</p>

### **8.1 Introduction**

SOLLA will use both quantitative and qualitative techniques to monitor its units and departments' performance. The main methods include setting performance targets and executing budgets. Departments will compare these targets with actual results and any variations, and review the results with financial targets. If necessary, action plans will be adjusted or the budget amended. Management will take remedial action quarterly, semi-annually, and annually, comparing actual results with goals and objectives. Differences between target and actual performance will be identified and analyzed, triggering remedial action on the strategic plan.

### **8.2 The Proposed Establishment**

The SOLLA is set to consist of the President, Executive Director, Programme Coordinator, Heads, Officers, and Support Staff to effectively deliver its mandate and provide quality services to members and citizens. The establishment will be achieved through sustained annual recruitment and competitive terms of service to motivate and retain staff. Key issues to consider include medical insurance coverage, remuneration, and fringe benefits. A diagram of the proposed organizational structure is presented.

### **8.3 Training**

The strategic plan's implementation will be expedited by implementing a comprehensive training program for all officers, focusing on skill upgrading and competency enhancement. Officers will be exposed to technical skills and best practices, enabling them to effectively participate in the plan's execution.

### **8.4 Physical Infrastructure**

The plan aims to improve the current infrastructure by procuring more ICT equipment, improving transport logistics, and renovating buildings, including purchasing fixed property. Proper usage and maintenance of available equipment will also be ensured for effective implementation.

### **8.5 ICT Infrastructure and Communication**

SOLLA plans to utilize ICT in its Strategic Plan period, procuring modern equipment and accessories to enhance implementation and streamline processes. Strategies include system automation and enhancing ICT skills among technical and professional officers.

### **8. 6 Achieving the M&E Objectives**

The Monitoring and Evaluation Plan (SOLLA) is a strategic plan that outlines the relationship between strategic objectives, initiatives, and key performance indicators. It provides feedback for informed management decisions and will monitor activities periodically, synchronizing with performance scheduling and reporting. The plan establishes performance scope and gathers performance indicators and attributes through mid-term implementation. The SOLLA Secretariat conducts a quarterly review of performance, including concrete steps taken for each initiative. Additional action is needed to design human capital, resource mobilization, programs, information technology, and performance standards.

## **8. 7 Monitoring and Evaluation Strategies**

The Strategic Planning and Leadership Authority (SOLLA) will establish a Corporate Strategy Implementation Team to ensure the implementation of strategies, performance measurement, progress reports, and corrective action. This team will consist of the President, Executive Director, council member's representative, and Thematic Committee Chairpersons/Heads of Department.

The SOLLA will utilize Performance Management Systems (PMS) to link operational actions with strategic goals, setting strategic milestones, establishing indicators, linking rewards to performance measures, and providing feedback for strategy review and learning. The plan will be cascaded downward to all staff positions, helping them understand and plan for their respective roles.

Detailed work plans with clear performance indicators and responsibility for achievement will be developed, with key indicators identifying key indicators that inform management decision-making. Data and information collection procedures will be developed to measure performance and report to management, detailing actions taken by departments towards achieving specific strategies.

Regular meetings at the departmental and management levels will be scheduled to ensure implementation is on track. Progress reporting will be an agenda item in council meetings

A comprehensive review of the strategic plan will be undertaken at the end of the third financial year to ensure its relevance, feasibility, and contribution to sustainable development.

## **8. 8. Conclusion**

Access to justice is a global initiative and fundamental human rights of any community and a commitment of the Government of Somaliland in creating SOLLA. At this challenging time, SOLLA commits to improving access to justice for the poor by improving the quality and quantity of legal assistance, promoting innovation that accomplishes more with fewer resources, and demonstrating the highest standards of fiscal responsibility

## **Section.9 the SOLLA Resource Mobilization Strategic**

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### **Resource Mobilization Strategies Approach**

The Somaliland Lawyers Association (SOLLA) has a strategic plan for resource mobilization, primarily sourced from membership collections and government and non-government project funds for legal aid services and capacity building. The organization's values dictate that raising funds for its activities should not compromise its membership values. The SOLLA's success relies on its leadership's commitment to engage with potential donors and partners, focusing on priorities and projects rather than institutional funding.

Several resource mobilization strategies are proposed, but no single strategy is the best. An eclectic approach is essential and must be shared by the SOLLA leadership. Project formulation around strategic objectives is crucial, as many donors may prefer projects that interest them over institutional funding.

An eclectic approach to resource mobilization is essential, and it is crucial to articulate how the attainment of priorities will contribute to larger national goals and priorities. Resource mobilization is not just a convenient activity but a fundamental aspect of the Somaliland Lawyers Association's operations. Therefore, a combination of strategies is most likely the best approach.

## **Membership Contributions**

Membership contributions remain the primary source of SOLLA resources, which is highly predictable. As SOLLA members increase, the amount may increase, but not significantly due to additional entry requirements. The gradual increase in members may peak, and raising annual fees seems limited, as many lawyers believe it is already high.

## **Project funding from the government of Somaliland**

The Somaliland-based SOLLA continues to receive a fee-for-service fund from the government, primarily for legal aid services. This trend is expected to persist, requiring strategic positioning. However, these funds are also used to finance legal aid provision activities, leaving little room for SOLLA to invest in other activities. Therefore, the organization needs to strategically position itself to continue receiving these funds.

## **Project funding from the Non-Government Institutions**

Aimed at enhancing the SOLLA capacity to raise support funding from non-government institutions in the strategic plan period of 2023–2027 on the basis of modest funding seeking from non-government institutions for the support of SOLLA strategic plan interventions.

## **Donor Contributions and grants**

The SOLLA lacks significant donations or grants, with only a small amount allocated for capacity building through the ROLS. This suggests the need to explore other funding sources to build a robust, independent organization capable of providing services to its members and the public.

## **Proposed sources of additional resources**

The SOLLA needs to generate funding-seeking projects to attract funding from various sources, as it has not done so yet. Recent funding from ROLs for needs assessment and CPD training provides resources for activities the SOLLA cannot undertake due to limited resources. The SOLLA should seek synergistic partnerships and develop bankable projects that can be financed with commercial bank loans by introducing complex commercial laws affecting them. Additionally, the SOLLA should enhance its resource mobilization capacity by recruiting a project manager to generate project development ideas

## Costing Section: Planned Development Priority-Intervention Projects – Funding Request

Please use this section to give details of planned development priority-intervention projects within SOLLA Strategic Plan Three to request funding in 2023 and beyond.

In this Table 3, please enter: -

1. A full list of Development Projects within SOLLA Strategic Plan that you have ranked in terms of their priorities
2. The location of where the project is being carried out
3. The SOLLA Strategic Plan Outcome the project corresponds to.
4. Project Duration
6. Requested funding during the duration of the project (2023-2027)
7. Source of the funding if known (from government budget or external)

Summary	
Budget Year	Estimated Amount (Current USD)
2023	2701876.301
2024	4092113.751
2025	5117489.628
2026	6214315.491
2027	7289554.465
<b>Total</b>	<b>25415349.64</b>

Table: Costing of Strategic Plan Priority-Intervention

Priority	Strategic Plan Priority-Intervention	Location(s)	Strategic Plan Outcome	Project Duration	Sources of Funding	2023 Estimated Budget	2024 Estimated Budget	2025 Estimated Budget	2026 Estimated Budget	2027 Estimated Budget	Total Budget (2023- 2027)
1	Develop informational materials on basic rights and justice pathways.	ALL Regions of Somaliland	Outcome 1.1	5yrs	Supporting Partners	\$37,370.5	\$56,055.75	\$71,003.95	\$85,952.15	\$100,900.35	\$351,282.70
2	Organize and facilitate awareness campaigns in targeted communities.	ALL Regions of Somaliland	Outcome 1.1	5yrs	Supporting Partners	\$49,425.5	\$74,138.3	\$93,908.45	\$113,678.65	\$133,448.85	\$464,599.7
3	Conduct community awareness sessions to educate individuals about their rights and available justice mechanisms.	ALL Regions of Somaliland	Outcome 1.1	5yrs	Supporting Partners	\$43,398.0	\$65,097.0	\$82,456.20	\$99,815.40	\$117,174.60	\$407,941.2
4	Collaborate with local leaders and organizations to reach a wider audience	ALL Regions of Somaliland	Outcome 1.1	5yrs	Supporting Partners	\$30,137.5	\$45,206.3	\$57,261.25	\$69,316.25	\$81,371.25	\$283,292.5
5	Organize public dialogues on access to justice issues in different regions of Somaliland	ALL Regions of Somaliland	Outcome 1.2	5yrs	Supporting Partners	\$59,069.5	\$88,604.3	\$112,232.05	\$135,859.85	\$159,487.65	\$555,253.3
6	Reinvite justice stakeholders, legal aid providers, and community members to participate.	ALL Regions of Somaliland	Outcome 1.2	5yrs	Supporting Partners	\$43,398.0	\$65,097.0	\$82,456.20	\$99,815.40	\$117,174.60	\$407,941.2
7	Facilitate discussions on the challenges faced by vulnerable groups and potential solutions.	ALL Regions of Somaliland	Outcome 1.2	5yrs	Supporting Partners	\$48,220.0	\$72,330.0	\$91,618.00	\$110,906.00	\$130,194.00	\$453,268.0
8	Promote knowledge sharing and collaboration among stakeholders	ALL Regions of Somaliland	Outcome 1.2	5yrs	Supporting Partners	\$38,817.1	\$58,225.7	\$73,752.49	\$89,279.33	\$104,806.17	\$364,880.7
9	Train SOLLA Program Officers and Justice Promoters on legal assistance skills.	ALL Regions of Somaliland	Outcome 2.1	5yrs	Supporting Partners	\$40,745.9	\$61,118.9	\$77,417.21	\$93,715.57	\$110,013.93	\$383,011.5

10	Establish legal aid centers in targeted communities.	ALL Regions of Somaliland	Outcome 2.1	5yrs	Supporting Partners	\$46,170.7	\$69,256.0	\$87,724.24	\$106,192.50	\$124,660.76	\$434,004.1
11	Provide legal advice, counseling, and representation to individuals in need	ALL Regions of Somaliland	Outcome 2.1	5yrs	Supporting Partners	\$41,107.6	\$61,661.3	\$78,104.35	\$94,547.37	\$110,990.39	\$386,411.0
12	Develop referral networks with other legal and support organizations for comprehensive assistance	ALL Regions of Somaliland	Outcome 2.1	5yrs	Supporting Partners	\$45,929.6	\$68,894.3	\$87,266.15	\$105,637.97	\$124,009.79	\$431,737.8
13	Regional justice coordination meetings	ALL Regions of Somaliland	Outcome 3.1	5yrs	Supporting Partners	\$45,929.6	\$68,894.3	\$87,266.15	\$105,637.97	\$124,009.79	\$431,737.8
14	Establish a communication platform	ALL Regions of Somaliland	Outcome 3.1	5yrs	Supporting Partners	\$45,929.6	\$68,894.3	\$87,266.15	\$105,637.97	\$124,009.79	\$431,737.8
15	Conduct joint research and analysis	ALL Regions of Somaliland	Outcome 3.1	5yrs	Supporting Partners	\$45,929.6	\$68,894.3	\$87,266.15	\$105,637.97	\$124,009.79	\$431,737.8
16	Support capacity building and training	ALL Regions of Somaliland	Outcome 3.1	5yrs	Supporting Partners	\$58,466.8	\$87,700.1	\$111,086.83	\$134,473.53	\$157,860.23	\$549,587.5
17	Advocate for policy and legal reforms	ALL Regions of Somaliland	Outcome 3.1		Supporting Partners	\$33,874.6	\$50,811.8	\$64,361.65	\$77,911.47	\$91,461.29	\$318,420.8
18	Conduct a micro-assessment of SOLLA's policies and procedures.	SOLLA Head Qouter	Outcome 4.1	5yrs	Supporting Partners	\$45,941.6	\$68,912.4	\$87,289.05	\$105,665.69	\$124,042.33	\$431,851.1
19	Identify areas for improvement, such as financial policies, human resources, governance, and program delivery	ALL Regions of Somaliland	Outcome 4.1	5yrs	Supporting Partners	\$41,107.6	\$61,661.3	\$78,104.35	\$94,547.37	\$110,990.39	\$386,411.0
20	Revise and amend existing policies and procedures based on assessment findings and recommendations.	ALL Regions of Somaliland	Outcome 4.1	5yrs	Supporting Partners	\$44,724.1	\$67,086.1	\$84,975.70	\$102,865.32	\$120,754.94	\$420,406.1
21	Develop a comprehensive policies and procedures manual that reflects best practices	SOLLA Head Qouter	Outcome 4.1	5yrs	Supporting Partners	\$40,745.9	\$61,118.9	\$77,417.21	\$93,715.57	\$110,013.93	\$383,011.5
22											
23	Provide training and professional development opportunities for staff, board members, and members	Hargeisa	Outcome 4.2	5yrs	Supporting Partners	\$46,170.7	\$69,256.0	\$87,724.24	\$106,192.50	\$124,660.76	\$434,004.1
24	Focus on areas such as legality, governance, strategic planning, resource mobilization, networking, monitoring, evaluation, and program delivery.	ALL Regions of Somaliland	Outcome 4.2	5yrs	Supporting Partners	\$41,107.6	\$61,661.3	\$78,104.35	\$94,547.37	\$110,990.39	\$386,411.0
25	Foster a culture of continuous learning and improvement within SOLLA	ALL Regions of Somaliland	Outcome 4.2	5yrs	Supporting Partners	\$45,929.6	\$68,894.3	\$82,673.19	\$105,637.97	\$124,009.79	\$427,144.8
	By achieving these objectives and outputs, SOLLA will contribute to the outcome of increased access to justice										

26	and legal support for vulnerable communities in Somaliland, ultimately working towards the goal of improving access to justice for these communities	ALL Regions of Somaliland	Outcome 4.2	5yrs	Supporting Partners	\$45,929.6	\$68,894.3	\$78,080.24	\$105,637.97	\$119,416.83	\$417,958.9
27	Provide support and regularly to carry out the SOLLA General Assembly as it works to promote responsibility, effectiveness, and transparency, accountability, participation, and leadership elections.	Hargeisa or Regions of Somaliland	Outcome 4.2	5yrs	Supporting Partners	\$45,929.6	\$68,894.33	\$87,266.15	\$105,637.97	\$121,713.31	\$429,441.3
28	Collaborate with Rule of Law-supported parties, civil society, and medical actors to develop preventive measures against GBV	ALL Regions of Somaliland	Outcome 5.1	5yrs	Supporting Partners	\$45,929.6	\$68,894.3	\$84,969.67	\$105,637.97	\$125,387.67	\$430,819.2
29	Develop and implement training programs for law enforcement agencies to strengthen the investigation, prosecution, and adjudication of GBV offenses	ALL Regions of Somaliland	Outcome 5.1	5yrs	Supporting Partners	\$34,236.2	\$51,354.30	\$65,048.78	\$78,743.26	\$92,437.74	\$321,820.3
30	Enhance the capacity of courts and legal institutions to handle GBV cases effectively	ALL Regions of Somaliland	Outcome 5.1	5yrs	Supporting Partners	\$62,806.6	\$94,209.8	\$119,332.45	\$144,455.07	\$169,577.69	\$590,381.6
31	Provide support services, including counseling and legal assistance, to survivors of GBV.	ALL Regions of Somaliland	Outcome 5.2	5yrs	Supporting Partners	\$58,020.7	\$87,031.1	\$110,239.36	\$133,447.64	\$156,655.93	\$545,394.7
32	Advocate for the provision of medical and psychosocial support to GBV survivors.	ALL Regions of Somaliland	Outcome 5.2	5yrs	Supporting Partners	\$37,491.1	\$56,236.58	\$71,233.00	\$86,229.42	\$101,225.84	\$352,415.9
33	Conduct research and advocacy to identify discriminatory laws and practices affecting women and girls	ALL Regions of Somaliland	Outcome 5.3	5yrs	Supporting Partners	\$45,941.6	\$68,912.41	\$87,289.05	\$105,665.69	\$124,042.33	\$431,851.1
34	Develop and implement strategies to advocate for the elimination of discriminatory laws and practices	ALL Regions of Somaliland	Outcome 5.3	5yrs	Supporting Partners	\$38,696.6	\$58,044.83	\$73,523.45	\$89,002.07	\$104,480.69	\$363,747.6
32	Provide technical assistance and support to relevant stakeholders for the implementation of laws promoting women's rights and equality.	ALL Regions of Somaliland	Outcome 5.3	5yrs	Supporting Partners	\$39,902.1	\$59,853.08	\$75,813.90	\$91,774.72	\$107,735.54	\$375,079.3
33	Collaborate with Rule of Law-supported parties, civil society, and medical actors to develop preventive measures against GBV	ALL Regions of Somaliland	Outcome 6.1	5yrs	Supporting Partners	\$41,107.6	\$61,661.33	\$78,104.35	\$94,547.37	\$110,990.39	\$386,411.0
34	Develop and implement training programs for law enforcement agencies to strengthen the investigation, prosecution, and adjudication of GBV offenses.	ALL Regions of Somaliland	Outcome 6.1	5yrs	Supporting Partners	\$42,313.1	\$63,469.58	\$80,394.80	\$97,320.02	\$114,245.24	\$397,742.7
35	Enhance the capacity of courts and legal institutions to handle GBV cases effectively.	ALL Regions of Somaliland	Outcome 6.1	5yrs	Supporting Partners	\$43,518.6	\$65,277.83	\$82,685.25	\$100,092.67	\$117,500.09	\$409,074.4

36	Develop guidelines and standards for conducting high-quality impact research.	ALL Regions of Somaliland	Outcome 6.2	5yrs	Supporting Partners	\$44,724.1	\$67,086.08	\$84,975.70	\$102,865.32	\$120,754.94	\$420,406.1
37	Support research initiatives that address key policy and programmatic gaps.	ALL Regions of Somaliland	Outcome 6.2	5yrs	Supporting Partners	\$38,444.6	\$57,666.90	\$73,044.74	\$88,422.58	\$103,800.42	\$361,379.2
38	Promote the dissemination and utilization of impact research findings for policy and advocacy purposes.	ALL Regions of Somaliland	Outcome 6.2	5yrs	Supporting Partners	\$45,929.6	\$68,894.33	\$87,266.15	\$105,637.97	\$124,009.79	\$431,737.8
39	Conduct Training Needs Assessments (TNA) to identify areas for capacity development among lawyers, including women's law practices	ALL Regions of Somaliland	Outcome 7.1	5yrs	Supporting Partners	\$45,929.6	\$68,894.33	\$87,266.15	\$105,637.97	\$124,009.79	\$431,737.8
40	Develop Continuing Professional Development (CPD) training models for lawyers. Provide technical assistance and support in establishing a national code of conduct for lawyers and strengthening disciplinary committees.	ALL Regions of Somaliland	Outcome 7.1	5yrs	Supporting Partners	\$34,236.2	\$51,354.30	\$65,048.78	\$78,743.26	\$92,437.74	\$321,820.3
41	Advocate for the protection of lawyers' rights under the Jurisdiction Law No. 30/2004	ALL Regions of Somaliland	Outcome 7.2	5yrs	Supporting Partners	\$62,806.6	\$94,209.83	\$119,332.45	\$144,455.07	\$169,577.69	\$590,381.6
42	Support the establishment of licensing mechanisms for lawyers and their associations.	ALL Regions of Somaliland	Outcome 7.2	5yrs	Supporting Partners	\$58,466.8	\$87,700.13	\$111,086.83	\$134,473.53	\$157,860.23	\$549,587.5
43	Develop mechanisms for monitoring and addressing lawyer misconduct based on conduct in legal matters.	ALL Regions of Somaliland	Outcome 7.2	5yrs	Supporting Partners	\$57,984.6	\$86,976.83	\$110,170.65	\$133,364.47	\$156,558.29	\$545,054.8
44	Conduct a comprehensive baseline assessment to identify legal framework constraints, gaps, and challenges.	ALL Regions of Somaliland	Outcome 8.1	5yrs	Supporting Partners	\$58,020.7	\$87,031.07	\$110,239.36	\$133,447.64	\$156,655.93	\$545,394.7
45	Engage in joint consultations with justice stakeholders to develop approaches and models for addressing opposition and challenges.	ALL Regions of Somaliland	Outcome 8.1	5yrs	Supporting Partners	\$33,874.6	\$50,811.83	\$64,361.65	\$77,911.47	\$91,461.29	\$318,420.8
46	Provide support in developing a roadmap strategy that highlights outcomes and progress towards the transformative potential of the regrouping bar association	ALL Regions of Somaliland	Outcome 8.1	5yrs	Supporting Partners	\$45,567.9	\$68,351.85	\$86,579.01	\$104,806.17	\$123,033.33	\$428,338.3
47	Enhance the skills and capacity of staff, board members, and members of the bar association.	ALL Regions of Somaliland	Outcome 8.2	5yrs	Supporting Partners	\$37,491.1	\$56,236.58	\$71,233.00	\$86,229.42	\$101,225.84	\$352,415.9
48	Review and revise the organization's policies and procedures manual based on its institutional capacity for transformational change.	ALL Regions of Somaliland	Outcome 8.2	5yrs	Supporting Partners	\$45,941.6	\$68,912.41	\$87,289.05	\$105,665.69	\$124,042.33	\$431,851.1



49	Conduct training and capacity-building programs in areas such as governance, strategic planning, resource mobilization, networking, and program delivery.	ALL Regions of Somaliland	Outcome 8.2	5yrs	Supporting Partners	\$38,696.6	\$58,044.83	\$73,523.45	\$89,002.07	\$104,480.69	\$363,747.6
44	Establish a system for providing legal services to human rights defenders and journalists.	ALL Regions of Somaliland	Outcome 9.1	5yrs	Supporting Partners	\$39,902.1	\$59,853.08	\$75,813.90	\$91,774.72	\$107,735.54	\$375,079.3
45	Disseminate legal rights information and resources to ensure they have access to better advice.	ALL Regions of Somaliland	Outcome 9.1	5yrs	Supporting Partners	\$41,107.6	\$61,661.33	\$78,104.35	\$94,547.37	\$110,990.39	\$386,411.0
46	Advocate for the protection of human rights defenders and journalists and support their efforts in seeking redress for violations as part of advocating for the freedom of expression and due process	ALL Regions of Somaliland	Outcome 9.1	5yrs	Supporting Partners	\$42,313.1	\$63,469.58	\$80,394.80	\$97,320.02	\$114,245.24	\$397,742.7
47	Training of 300 law enforcement officers on human rights and in specific areas such as observing and respecting freedom of expression rights, due process, and the fundamental human rights enshrined in the Constitution	ALL Regions of Somaliland	Outcome 9.1	5yrs	Supporting Partners	\$43,518.6	\$65,277.83	\$82,685.25	\$100,092.67	\$117,500.09	\$409,074.4
48	Conduct advocacy campaigns to raise awareness about gender disparities in the justice system	ALL Regions of Somaliland	Outcome 10.1	5yrs	Supporting Partners	\$44,724.1	\$67,086.08	\$84,975.70	\$102,865.32	\$120,754.94	\$420,406.1
49	Engage with stakeholders to challenge discriminatory practices and promote the rights of women and girls	ALL Regions of Somaliland	Outcome 10.1	5yrs	Supporting Partners	\$38,696.6	\$58,044.83	\$73,523.45	\$89,002.07	\$104,480.69	\$363,747.6
50	Collaborate with media and community leaders to disseminate messages of gender equality and justice.	ALL Regions of Somaliland	Outcome 10.1	5yrs	Supporting Partners	\$37,491.1	\$56,236.58	\$71,233.00	\$86,229.42	\$101,225.84	\$352,415.9
51	Develop and deliver training programs on women's rights and gender-sensitive approaches for legal professionals and justice sector actors.	ALL Regions of Somaliland	Outcome 10.2	5yrs	Supporting Partners	\$45,941.6	\$68,912.41	\$87,289.05	\$105,665.69	\$124,042.33	\$431,851.1
52	Foster partnerships with women's rights organizations to provide capacity-building support to grassroots communities.	ALL Regions of Somaliland	Outcome 10.2	5yrs	Supporting Partners	\$38,696.6	\$77,393.10	\$73,523.45	\$89,002.07	\$104,480.69	\$383,095.8
53	Monitor and evaluate the impact of capacity building initiatives on reducing disparities in justice for women and girls.	ALL Regions of Somaliland	Outcome 10.2	5yrs	Supporting Partners	\$39,902.1	\$79,804.10	\$75,813.90	\$91,774.72	\$107,735.54	\$395,030.3
<b>Grand Total</b>						\$2,701,876.3	\$4,092,113.8	\$5,117,489.6	\$6,214,315.5	\$7,289,554.5	\$25,415,349.6