

Republic of Somaliland
Jamhuuriyadda Somaliland

SOMALILAND YOUTH DEVELOPMENT FUND
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Somaliland



Somaliland Youth Development Fund Strategic Plan

2023 - 2027

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ABBREVIATIONS

BDS	Business Development Services
DPs	Development Partners
INGO	International Non-Government Organization
IOM	International Organization for Migration
LNGO	Local Non-Government Organization
MoFD	Ministry of Finance Development
MoYS	Ministry of Youth and Sports
MSME	Micro, Small and Medium Enterprises
NDPIII	National Development Plan III
NEET	Not Employed, in Education, or Training
NSP	National Service Programme
Oxfam	Oxford Committee for Famine Relief
SDGs	Sustainable Development Goals
SDHS	Somaliland Demographic and Health Survey
SIZ	Somaliland Innovation Zone
SLYDF	Somaliland Youth Development Fund
SME	Small Medium enterprises
SONYO	Somaliland National Youth Organization
TVET	Technical and Vocational Education and Training
UN	United Nations
UNDP	United Nations Development Programme
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations International Children's Emergency Fund

FOREWARD FROM THE SENIRO COMMITTEE CHAIR



Unemployment rate among young people a great challenge throughout globe. Somaliland youth of between 15 and 34 years constitute more than 75% of the country's population and most of them faces waves of unemployment. Nation's Vision 2030 prioritizes youth development with emphasis youth unemployment and emigration. The National Youth Policy in its side focuses on empowering youth in areas of skill development, economic empowerment and positive mindset that can contribute positively to national development and wellbeing of the community.

To reduce the youth unemployment burden, the government initiated several youth employment intervention efforts including the Youth Development Fund (SLYDF) which was established to address the challenges of youth unemployment and of promoting jobs creation for the young people through entrepreneurial development and accessing investment for creating their own jobs.

We believe equipping youth people with the necessary skills and providing access to opportunities that will positively impact on their own lives and their communities remains a collective responsibility of all players in the youth space, within and outside of government.

On behalf of the Board of Directors of the fund, I would like to thank H.E. President Muse Bihi Abdi for the tremendous support to youth empowerment interventions in the different dimensions including sports, employment, and political engagement of young people among others.

We call for all stakeholders including international development partners, civil society organizations, private sector and relevant government institutions to support the implementation of mandate of the fund in this strategic plan.

Hon. Abdirashid Haji Duale Qambi

The Chair of the Fund Board of Directors

(Minister of Youth and Sports)



REMARKS FROM THE EXECUTIVE DIRECTOR



We strongly believe that young people are the key driving force for our nation's future development. They can provide energy, initiatives, innovation, and leadership if they get appropriate guidance and support. 80% of Somaliland's population are estimated to be younger than 40 years old and more than 70% of youth experiences unemployment. In response to the high burden of youth unemployment Somaliland President H.E Muse Bihi Abdi has issued a presidential decree to functionalize Somaliland Youth Development fund (SLYDF) in 2020 to reduce the high burden of unemployment rate facing the young generations.

Somaliland Youth Development Fund (SLYDF) has developed its first strategic plan (SLDYF Strategic Plan I (2023-2027)). This strategy is backed and aligned with a international, regional and domestic policies and legislative frameworks including sustainable development goals, Somaliland constitution, nation's 2030 vision, national youth policy and Somaliland national development plan III.

SLYDF strategic plan I identifies four Key Result areas that will keep us focused on our strategic objectives and guide our day to day operations. This Strategic Plan places emphasis on youth led enterprise development, increasing access to finance, partnership and build youth development enabling environment.

This strategy is the result of a comprehensive stakeholder consultation and the extensive review of relevant local and external documents. In regards to this I am grateful to all of the stakeholders, SLYDF board of directors and staff members who contributed the development of the strategic plan. My special thanks to the strategic plan consults Abdirahman Hassen and Ahmed Askar for not sparing any efforts in developing this strategy.

Finally I would like to call all the relevant stakeholders to contribute the implementation of this strategic plan in order the youth development milestones be achieved, only collective efforts can enable us to realize the intentions of this plan (*Gacmo wadajirbay wax ku gooyaan*).

Khader Ibrahim Mohamed

Executive Director

CHAPTER ONE

INTRODUCTION

1.1 About the Somaliland Youth Development Fund

Somaliland youth development fund (SLYDF) is a government institution mandated with presidential decree no. JSL/XM/WM/222-469/022020 and was established to address the youth development issues at national, regional, and district levels to unlock their potential aptitude in entrepreneurship, innovation, enterprise venturing and create a conducive business ecosystem which in turn contributes to nation's economic development.

Somaliland Youth Development fund is anchored with the Somaliland Constitution (2001) article 15 which stipulates youth development as a national priority. Strategically Somaliland youth fund is in line with the nation's vision of 2030, the national development plan III priorities, and the national youth policy.

The Fund aims to create employment opportunities for young people through entrepreneurship and encourage them to be self-reliant and economically sustainable. It does this by providing easy access and affordable financial loans or grants and business development support services to youth who are keen on starting or expanding businesses. In addition, SLYDF works to reduce youth vulnerability, inequalities, irregular migrations, drug addiction, violence, and social disruption. The fund is overnigheted a high-level steering committee led by the minister of youth and sports and administratively the fund is led by an executive director nominated by the president



1.2 Vision, Mission, Value & Mandate



VISION

SLYDF Envisioning young entrepreneurs are economically empowered to contribute to the nation's socio-economic development.



MISSION

To increase Somaliland youth employment opportunities and unlock their potentials through building-capacity, accessible financing, and enabling environment.



Our Service

ENTERPRISE DEVELOPMENT: The Youth Fund will provide Entrepreneurship training and appropriate Business Development Services to youth engaging in business in order to ensure that they have adequate skills, and are able to identify and tap into business opportunities, while embracing modern business management techniques. The Fund provides a mandatory pre-financing training programme to enhance sustainability of youth enterprises. The Fund will train youth in Business Skills and Entrepreneurship Development (BSED) with support and cooperation of business innovation hubs and youth development organizations.

LOAN PRODUCTS: One of the fund's strategic objectives is to provide subsidized credit to young entrepreneurs for business development. The fund aims to keep the portfolio's risk at optimal levels while making loans to young entrepreneurs. The Fund seeks to broaden its reach and penetration among the young by offering a variety of products to different youth groups.



VALUE

The Fund endeavours uphold the following core values to ensure effective and efficient service delivery:

- Integrity
- Creativity and innovation
- Equity and fairness
- Sustainability
- Participation
- Responsive
- Innovation
- Evidence Based



MARKET SUPPORT AND LINKAGES: market support is critical for the growth and general success of youth owned enterprises in Somaliland. Many businesses with immense potential have failed due to inability to access the right markets for their products and services. The Fund aims to support youth owned enterprises as follows;

- Facilitating and supporting small youth owned enterprises to develop linkages with large established enterprises/institutions for business and mentorship.
- Facilitating the marketing of products and services of youth owned enterprises in domestic and regional markets.

CHAPTER TWO

CONTEXTUAL BACKGROUND

2.1 Global and Regional Youth Development Context

Young people are the key driving force for human development and prosperities in any nation in the world. They are promising agents for economic progress, potential sources of innovation and transformation, and entrepreneurs who lead social change. Strategically, youth returns are particularly higher when empowered and engaged meaningfully as active partners and leaders throughout the different levels of decision making.

Global statistics shows that youth aged between 15 and 24 years old are estimated to be around 1.21 billion which accounts for 15.5% of the entire world population. More than 18% of global youth populations live only in sub-Sahara Africa, with fast population growth rate of 2.5 times more than the population growth of other parts of the world” (UN, 2020) . Youth empowerment has been internationally recognized as effective strategy for better youth development and participation in decision-making process (Morton M & Montgomery , 2011). However, according to literature, there are no one-single model for youth empowerment policy or programs which fits well with varying needs and challenges of youth populations in different social, economic, and political contexts.

Different youth empowerment efforts have been informed and constructed by different empowerment concepts. According to Kabeeri (1999, p. 435) empowerment is defined as the process by which those who have been denied the ability to make strategic life choices acquire such an ability. The scope of such abilities to make choices referred to: gaining access, or future claims, to material, human and social resources; ability of define and influence decision making on strategic life choices and acting upon them; and attaining meaningful achievements in terms of well-being and other life outcomes. This definition combines three interconnected dimensions of human empowerment, which are; economic, social, and political. The economic empowerment is the key driver for social and political development, improving one dimension would impact positively on the others, while negatively on vice versa.

In the field of youth empowerment, a systematic review conducted by Úcar Martínez et al. (2017) explored multi-dimensions for “youth empowerment interventions” in different settings. The following dimensions have been identified: personal growth and well-being; positive mind-set and attitude; social relations; education; economic; political, transformative, and resilience.

Substantive youth development policies and programs have been focused on some of the above dimensions of empowerment. At practice level, the economic empowerment (e.g. youth employment and entrepreneurial venturing, and financing) and some aspects of social empowerment interventions (e.g. civic education, TVET, and skill development) have been extensively practiced in the low-and middle-income countries. A positive impact resulted by those youth empowerment programs on lives of youth beneficiaries and their communities in least developed countries, have significantly documented. Kluve et al. (2019).

2.2 Youth and the Sustainable Development Goals (SDGs)

Regarding to the SGD, youth development issues have been given strategic priorities within the broader sustainable development efforts. Young people were strongly recognized as both major SDGs target beneficiary groups, and more importantly, as key partners for accelerating the implementation of the SDGs at global, regional, country and community levels. To this envision, youth-focused development efforts—such as engaging youth as leaders have been receiving tremendous opportunities in the global development policies and governance mechanisms.

Notably, key global leading actors in the realization of the SDGs and 2030 agenda have incorporated young people as advisories, leaders, advocates and ambassadors in high level positions within the global coordination and partnership networks, development cooperation, intergovernmental agencies and international donor institutions. For instance, the UN youth 2030 agenda that enables youth engagement across all UN bodies, youth representatives at the UN advisory boards, UN youth volunteers and lead programs. Similarly, the World Bank youth funding and annual summits, the youth empowerment efforts by the Islamic development bank, the USAID youth actions in development policy, the African youth charter, and the long-term African youth empowerment agenda 2065. The above highlighted cases are just few examples picked

from the wide broader global youth development landscape.

Across the global and regional youth development efforts, there are common core principles that were adopted to guide overall youth empowerment efforts at global, regional and in-country levels. Five of those principles, emphasized by the SDGs and the UN youth 2030 agenda, have been universally adopted are: meaningful engagement, inclusiveness, youth-centred, innovative-solution, and sustainability. At country level, youth development challenges cut across different sectors at national and down to the grass-root community structures, its therefore indispensable that governments should adopt such guiding principles in their youth-related legal and policy framework to create enabling environment and support translate the policy principles into practices at systems, strategic, programmatic and implementations levels.

2.3 Youth development challenges in regional contexts

Youth living in developing countries constitute about two-third of the total youth population. With this, it is incredibly overwhelming that the biggest portion of youth in least developed countries, including east Africa nations, are still seriously challenged by poor education, poverty, exclusion, social inequality and disconnectedness. And as consequence, a large number of potential human capital have continuously been destroyed by mental health problems, drug addiction, violence, high rate of unemployment, and deadly migration. (World youth report, 2020).

Proportion of youth not employed, in education, or training (NEET) is internationally one of the key indicators used widely to measure the level of youth empowerment in any specific country. Based on the ILO statistics (2019), the NEET for east Africa were estimated as Ethiopia, 17.5%, Djibouti 22.2%, Kenya 19.7%, and Somaliland 40%. This indicates that around one third of youth population are not making income, learning and not acquiring skills, and thus might be excluded from the social and economic opportunities.

The youth empowerment programs in developing countries have been prevailingly focused on education, training and skill development programs due to wide spread proposition that youth in those settings have less access to quality education and

training. To some extent such programs have shown positive impact particularly when matched with labour market demands under effective broader employment and job market policies. (McKenzie et al. 2017).

Another key youth empowerment interventions widely practiced in Sub-Sahara Africa and the East Africa is Youth Entrepreneurship Programs which have been a core strategy to tackle youth unemployment problems. Admirably, Africa continent has the highest entrepreneur's rate in the world, with an average of 22% working-age Africans being self-employed in the formal sector. The rate could become much higher if the wider informal sectors and smallholder farmers counted (AfDB). As supported by Langevang and Gough (2012), the decreasing formal work opportunities in the public and private sectors is the main reason why entrepreneurship has become a necessity for youth in African context. Entrepreneurship programs have two core strategies: 1) entrepreneurship education (Kamau 2013) and micro-lending schemes (Omondi & Jagongo 2018, Krause et al. 2016). Examples of youth entrepreneurship programs in the region include youth revolving funds in Ethiopia and Uganda.

2.4 Youth Development Challenges in the Somaliland Context

Somaliland is a young nation with a total population of around 4.5 million people, of which the vast majority (80%) are below the age of 40 and almost half are within the range of productive age: 18 years to 60 years. (SDHS, 2020). Youth unendurably live in the poorest socio-economic conditions, which have been depressingly deteriorating their livelihoods and future possibilities in both rural and urban settings. Such difficult conditions include: extreme poverty, high unemployment among youth, poor access to vocational and technical education, limited employability skills and financing opportunities, and a high prevalence of drug abuse and violence (NDPII review report, 2022).

Critically, one of the top development challenges of Somaliland is the excessively high number of unemployed youth and the limited job opportunities available in the formal and informal sectors. At youth population level, about 70% are unemployed, seeking opportunities for decent jobs, access to skills and resources to create jobs (SDHS, 2020). Seriously, this is huge constrain to the on-going collective efforts and future international development actions aiming to make accelerated progress towards the

national development plan (NDPII), Somaliland 2030 vision, and to the far-to reach global 2030 agenda (SDGs). In summary the key challenges are as following;

- Unemployment remains the most significant challenge confronting youth. The high level of unemployment often leads to harmful coping mechanisms, such as drug abuse, illegal migration, and even violent conflict.
- There is a mismatch between the knowledge and skills youth attain at universities and the job market's demands, which increases youth unemployment. Evidence suggests skills acquired through TVET programmes
- are in high demand in the labour market, as opposed to social and business management degrees.
- Due to the high level of unemployment, an increasing number of youths illegally migrate to western and gulf countries exposing themselves with life threatening risk and an increasing number of them have also lost their lives during journey of the illegal migration



CHAPTER THREE

SITUATIONAL ANALYSIS

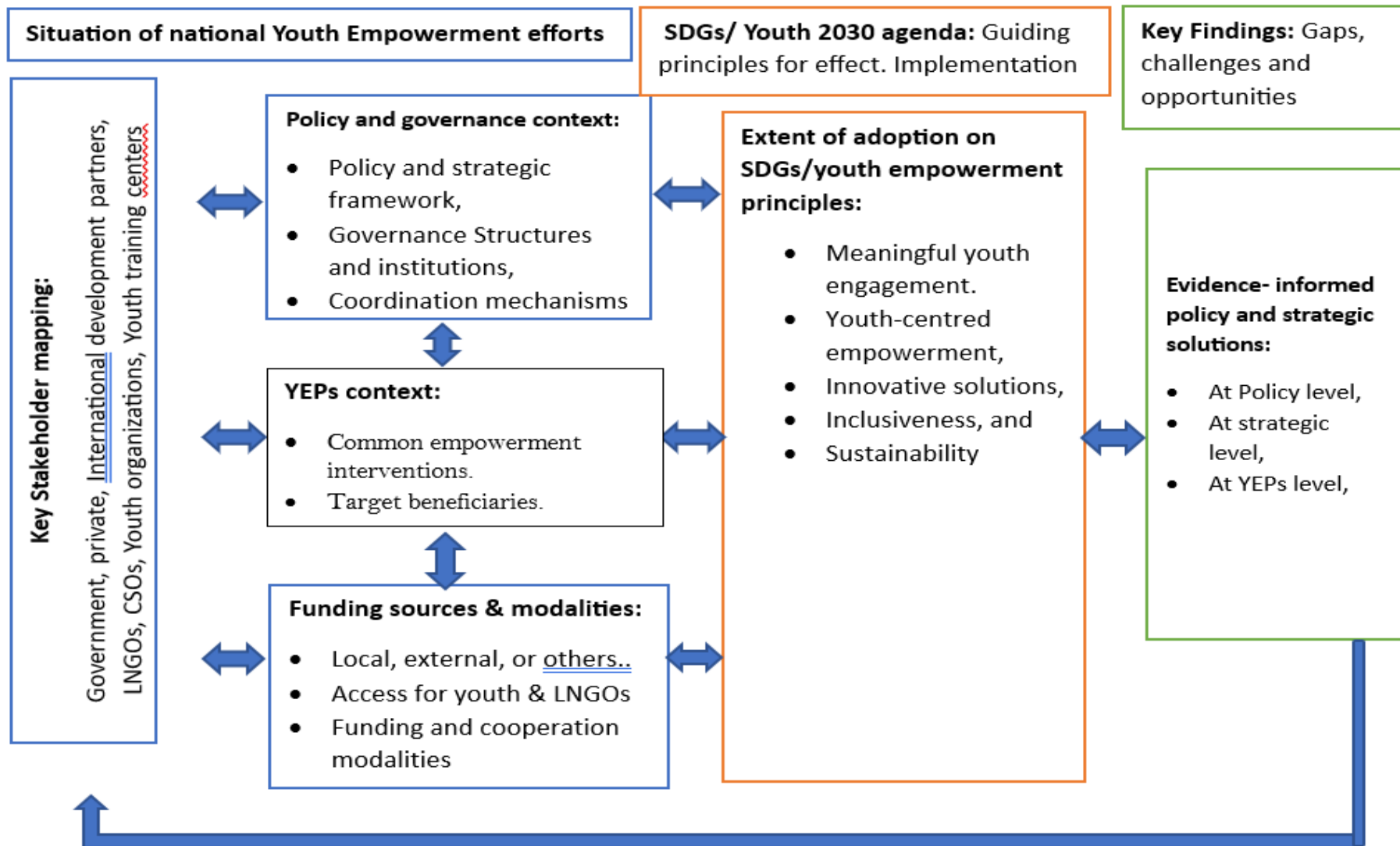
3.1 Overview

Besides reviewing the existing information and closing information-gap, the situational analysis was aimed to synthesize evidence from different sources and through various mixed methods. The purpose and scope of the situational analysis were to review and explore characteristics, qualities, gaps, challenges, and possible strategic solutions related to overall youth empowerment efforts in Somaliland, with more attention on those focused on addressing unemployment challenges through youth business and entrepreneurship development programs and modalities of funding provided. The assessment deeply analysed the domains including youth-related legal and policy frameworks, (2) youth empowerment interventions, and (3) youth awareness raising interventions.

The situational analysis also carried out critically reviewed how extent the three domains incorporated with the five core principles – meaningful engagement; youth-centred interventions; innovation solutions; inclusiveness; and sustainability for effective SDGs and national priorities implementation. Further, review the organization's internal situation (SWOT analysis), which outlines its strengths, weaknesses, opportunities, and threats, as well as a scan of the environment (PESTEL analysis).

Stakeholder analysis is also provided herein. Finally, highlights of key recommendations that essentially inform the development of the strategic model and direction of the Somaliland Youth Development Fund (SYDF) for the period of this strategic plan will be presented. The employed situational analysis methodologies are informed by data collected through primary and secondary methods.

Figure 1: Situational Conceptual Framework Model



3.2 Data Collection Methodology

3.2.1 Primary Data

The primary data was collected through consultation workshops and strategic input meetings with the private sector (banks, corporations, and foundations), civil society organizations (INGOs and LNGOs), UN agencies, line ministries, and the Central Bank of Somaliland. The consultation workshops and strategy input meetings were carried out in three regions, and representatives from other regions were invited. Further, questionnaires were administered and sent to the INGOs and LNGOs to find in-depth information on current youth empowerment programs and hold Focus Group Discussions (FGDs) with youth who benefited from youth empowerment programs (entrepreneurs) and those who hadn't yet participated in youth empowerment programs.

3.2.2. Secondary Data

Data on SWOT and stakeholder analysis was collected through secondary data collection methods; desk study, and review of documents. The data collected through the two data collection methods was both qualitative and quantitative data and was also analysed through quantitative and qualitative data analysis techniques

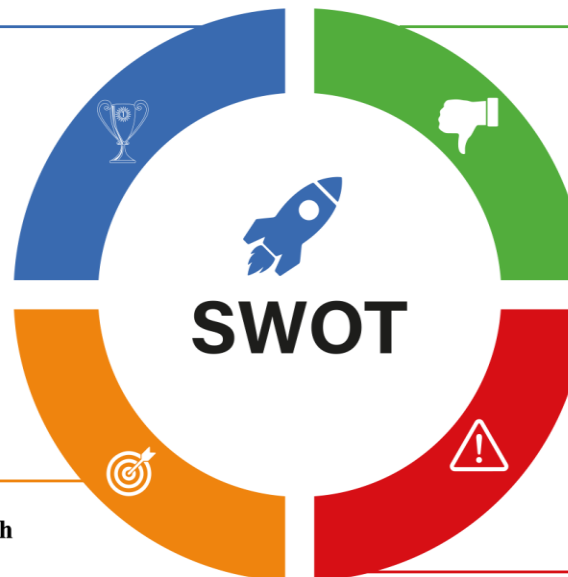
i. SWOT Analysis

Strengths

1. Robust and functional enterprise investment systems
2. Online application system in place
3. Good relationship with ministries, private and public institutions and development partners
4. Organizational sustainability
5. Functional SLYDF Board and management team
6. 5 years strategic plan aligned with NDP III, SDGs, and line ministries strategies

Opportunities

1. Availability of potential strategic partners in the youth empowerment space
 2. Substantial youth population with entrepreneurship mindset
 3. Existing innovation hubs
- Youth empowerment is high priority for the government



Weaknesses

1. Recently established and has limited experience
2. Absence of youth enterprise investment policies and guidelines
3. Lack of parliament approved Organizational establishment act
4. Limited internal and external communications, advocacy, and visibility.
5. Inadequate human capital and financial resources.

Threats

1. Limited funds for youth enterprise involvement
2. High expectation from youth and entire population
3. High rate of youth unemployment and large number of youth university gra.

3.3 Key Findings of the Situational Analysis

3.2.3. Legal and Policy Gaps

In the situational analysis huge legal and policy gaps in youth empowerment was addressed, the below listed legal and policy documents are the most necessary ones for the youth economic empowerment and job creation.


Policy Name	Status
Tech innovation and property protection policy (Drafting)	Draft stage
Micro, Small and Medium Enterprises (MSME) Policy	Absent
Business Registration Legal Act	Absent
Somaliland Youth Development Act	Absent

3.2.4. Gaps of Access to Finance for Youth business enterprises

When it comes to start the action towards setting up the business enterprise, the barriers youth will need to be surmounted is mainly to do with financing. In most cases the youth do not have any avenues for saving money and accumulating the margin money needed for business.

They are often required to raise the initial capital through the support of family and friends. In such case the amount of fund that can be put together would be meager and not sufficient to get going. Such youth are not considered to be safe and are perceived to be potential risk by the bankers. Even if the youth have a very good business opportunity, the required technical knowledge and other capabilities to make it a success, financing the business becomes a major hurdle.

Borrowing from Commercial Financial institution is restricted to a dozen of requirement that young entrepreneur cannot fulfil. Banks and financial institutions as well as the other funding agencies are found to be very strict and conservative in processing the applications, ascertaining eligibility of the borrower and tend to be very stringent in their approach to funding the Youth in their first venture. Time taken to obtain financial support and to complete the required documentation can cause a lot of delay. If the time taken to process runs into a couple of months or longer, the business plans of the Young Entrepreneur will definitely get affected. Overall, the youth find it very difficult to access finances for their startup ventures. Sometimes such difficulties



can kill the entrepreneurial spirit or one could end up losing the business opportunity due to inordinate delays in arranging funding to kick start the business. This is the area where the Somaliland Youth Development Fund can get involved and help make it easier by providing solutions through special seed funding grants, type loans and build up networks (financial institutions alliance) that can back up the first-time ventures of Young Entrepreneurs.

3.2.5. Gaps on Youth Interventions' Coordination

Effective governance and coordination in youth development intervention is increasingly rating important due to the growing interest in long-term interventions and multi-inter-agencies operating this spectrum. Youth development interventions are often fragmented and involve many actors: different government institutions, development partners, and private sector. Coordination between these organizations at national, sub-national and local levels is a key challenge for government and other agencies looking to strengthen coordination among inter-agencies youth intervention. Strategy research demonstrated that coordination among different actors is weak and very important for delivering context-tailored youth development intervention and to establish ecosystem that better supports the work of government and development partners as well. There are key challenges influence the effectiveness of governance and coordination of youth developmental interventions.

3.2.6. Gaps on the Availability of Evidence-based Data

The other key challenge faced and hindering to come up with a strategy tackling to the real situation of young people's socioeconomic is a lack of evidence-based data. Unfortunately, there are limited records, statistical data and research into issues affecting young people, which disrupted focus of the strategy. The weakness and scarcity of data availability can lead to design unfavorable intervention for young people, which in turn may lead to failure national strategies. This lack of information can also make it difficult to draw up or effectively strategize positive approaches towards youth development and progress by key stakeholders.

3.4 Current Youth Empowerment Programs

3.3.1. Government Youth Intervention Programs

The government initiated several youth empowerment and employment creations programs including National Civil Service, Somaliland Youth Development Fund, Somaliland Innovation Zone, and Somaliland TVET program.

i. Somaliland Youth Development Fund

Somaliland youth development fund (SLYDF) is a government institution mandated with presidential decree no. JSL/XM/WM/222-469/022020 and was established to address the youth development issues at national, regional, and district levels to unlock their potential aptitude in entrepreneurship, innovation, enterprise venturing and create a conducive business ecosystem which in turn contributes to nation's economic development.

Somaliland Youth Development fund is anchored with the Somaliland Constitution (2001) article 15 which stipulates youth development as a national priority. Strategically Somaliland youth fund is in line with the nation's vision of 2030, the national development plan III priorities, and the national youth policy.

The Fund aims to create employment opportunities for young people through entrepreneurship and encourage them to be self-reliant and economically sustainable. It does this by providing easy access and affordable financial loans or grants and business development support services to youth who are keen on starting or expanding businesses. In addition, SLYDF works to reduce youth vulnerability, inequalities, irregular migrations, drug addiction, violence, and social disruption. The fund is overnighted a high-level steering committee led by the minister of youth and sports and administratively the fund is led by an executive director nominated by the president

ii. National Civil Service Program

The government of Somaliland introduced a national service program that recruits university graduates on a merit basis. This program creates jobs for many young graduates and reduces youth unemployment. Through three-to-six months of

intensive training, youth are placed in positions in different government institutions. The government initiated the National Service Programme (NSP) in 2018 to foster youth employment and create a platform that provides internships to young professionals. In September 2022, the Civil Service Commission announced the placement of 482 NSP trainees (171 women and 311 men) as full-time government employees in all six regions of the country. This was the third batch of NSP trainees given job placements since the program was launched by the president in 2018.

iii. Somaliland Innovation Zone

The government of Somaliland, through the Ministry of ICT, established the Somaliland Innovation Zone (SIZ) in October 2021 with the goal of creating an innovation ecosystem and encouraging entrepreneurship as innovation appears to be the key enabler of development in any sphere of life, including economic growth, educational accessibility, environmental sustainability, communication, better well-being, and youth employment, which the government considers superior.

iv. Somaliland TVET program

In recent years there has been tremendous progress in TVET education Somaliland. The Ministry of Education and Science has created directorate that is responsible for TVET centre accreditation, training supervision, and development of a Vocational Qualification Framework for Somaliland.

3.3.2. Donor Funded Youth Interventions

Although, access to evidence-based information is challenge however there are a very few youth empowerment programs run by the international partners and support line ministries in development and enforcement of policies and legal frameworks that are favourable for youth employability. The core programs undertaking by international donors are including; Working in Progress, Lead Program, UPSHIFT, TVET, Next Economy Program (TNE), and other more.

Figure 2. Summary of Youth Empowerment Programs (sample)

NO	Implementing Organizations	Name of the project	Intervention logic-means of reach
1	Oxfam	Working in Progress	Access to finance, entrepreneurship skill development, institutional capacity building and policy advocacy and development,
2	SPARK	Lead program	Access to finance, SMEs business development, institutional capacity building and policy advocacy and development,
3	UNICEF	UPSHIFT	Youth Innovation and Social ventures (social enterprise)- access to finance, capacity building/ target 15 – 24 age, vulnerable youth -children on move, conflict in the law, GBV, Seed funding, start-ups.
4	IOM	TVET	Youth on move rehabilitation towards capacity building, seed funding, and start-ups toolkits,
5	UNFPA	ILED	Building youth skills development, income-generation, entrepreneurship, sports and culture.
6	SOS Children's Village in Somaliland	NEXT ECONOMY	Skill development (employability and entrepreneurship), access to finance, institutional capacity building and policy advocacy and development.

The international aid plays important role in reducing the youth unemployment and increasing youth socio-economic empowerment which contributes peace-building and economic growth of the country. The common interventions are included;

- **Skill Development:** As the result of the low-quality education, these programs bridge the skill-gaps of the young people in order to meet the job requirement in the labour market. Prominently, skill development programs are at a basic level

with very short time trainings ranging 1-month to 3-months. The various skill training courses are soft skills (life skills, entrepreneurship and employability skills), TVET skills, and financial literacy skills.

- **Job placement (internship):** Apart from the skill-gaps, youth limited access to internship opportunities in the workplace due to lack of network, and connections in both the public and private sectors. After the training, youth received internship placement support and job searching assistance through private sector engagement partnership, job fairs, exhibitions, and national conference.
- **Start-up capital support:** The young entrepreneurs confront significant challenges in accessing financial institutions due to the complicated procedures and collateral requirements (e.g., guarantor, repayment terms, and deposit insurance) for loan arrangements. Furthermore, there are important differences across socio-demographic groups in their abilities to access external funding sources. For instance, male entrepreneurs are more likely than female entrepreneurs to use bank loans to fuel the start-up process. However, these programs are tackling these challenges and providing easy access for youth to financial institutions by covering the loan requirements or providing direct grants to young entrepreneurs.
- **Start-up consulting services:** In addition, young entrepreneurs receive business advisory and consulting services including incubation mentorship and coaching support through the hiring local business experts and connecting role models and conducting inspiration sessions by inviting successful young entrepreneurs (peer to peer support).
- **Establishment of Innovation Hubs:** The ongoing youth programs, also invested the capacity and facilitates of the existing youth empowerment organizations by supporting infrastructural (equipped innovation labs) and trained staff on creativity and innovation skills. Further, the staff of innovation hub participated in regional exposure visits and learning from the like-minded innovation hubs in the region (e.g., Kenya and Ethiopia).
- **Building enabling environment:** Further, these programs supported public sector in terms of policy and legal frameworks development and implementation, public-private-partnership and building ecosystem networks that contributes creating an enabling employment environment.

3.3.3. Private Youth Intervention

The private sector trying to contribute to the endeavour of reducing the high rate of youth unemployment and creating new occupations fit for young people. Although the available opportunities (job placements and jobs) are quite limited, the private sector, rather than the government, is the primary employer in the country. The financial institutions contribute to this effort primarily by designing small microfinance programs for investing in youth business start-ups by eliminating unfavourable collateral loan conditions and providing profit-free loans, as well as occasionally releasing grants for investing in and motivating youth innovation initiatives. More importantly, private financial institutions and local organizations established a joint pool investment to increase financial accessibility for the young. This innovative youth start-up investment model has shown significant promise despite being at an early development and learning stage. However, there are shortcomings in the youth investment models including;

- Excessive dependency on unsustainable external project-based funds and the absence of credit grantor role and contribution of the central bank;
- Extremely little or no government involvement for these youth development programs;
- Gaps on legal framework existing to regulate and enable such joint venture (Public Private Partnership) on youth micro-financing (e.g., youth investment law, micro-credit act, loan and grantor regulations, etc).

CHAPTER FOUR STRATEGIC DIRECTIONS

4.1 Overview

This chapter describes the Vision, Mission, Core Values, and Pillars of Somaliland Youth Development Fund (SLYDF). It also emphasizes the Strategic Goals, Objectives and the modalities that will be followed for implementation process of the fund during the 5-year strategy (from 2023 to 2027). The recommendations derived from the external stakeholder consultation meetings, situational analysis, and youth development sector experts' contributions.

This strategy contributes nation's vision of 2030 of social and economic development and poverty reduction pillars that stipulates 'building a nation whose citizens enjoy sustained economic growth and reduction of poverty levels and is aligned with National Development Plan III and other relevant frameworks. Internationally the SLYDF strategic plan fits with the six key SDGs Goals 2 (hunger), 4 (education), 5 (gender equality), 8 (decent work), 10 (inequality), and 13 (climate change). The strategy aims to connect the national and international stakeholders' efforts towards youth empowerment and job creation in Somaliland. In developing this strategy, extensive consultation meetings were carried out with young people from various youth categories, including disabled youth, vulnerable or marginalized youth, youth in business and youth in universities and TVET institutions and youth in the informal market.

The SLYDF has also undertaken consultative meetings with other stakeholders including youth-led organizations, INGOs, LNGOs, UN Agencies, Foundations, and the private sector, particularly banks and other financial institutions. This strategy directs SLYDF's interventions to promote youth development as a means of reducing poverty, fostering sustainable development, and enabling inclusive growth. Figure 1 shows the framework for the SLYDF, which encompasses the strategic pillars, guiding principles, and objectives that contribute to the institution's mission statement and vision of the institution.

4.2 Strategy House



Somaliland 2030
Vision and NDP III



SLYDF Strategic House Model



Vision

Somaliland Youth development fund
envisions young entrepreneurs
economically empowered to contribute to
the nation's socio-economic development.

Mission

The mission statement of SLYDF is to increase Somaliland's youth employment opportunities and unlock their potentials through building-capacity, accessible financing, and enabling environment.

Objective

To strengthen youth enterprise development through capacity building and facilitating a conducive business ecosystem.

To provide inclusive access to funding for young entrepreneurs to be productive and economically empowered and contribute to the nation's economic growth

To advocate and catalyze youth enabling environment and coordination of youth empowerment initiatives.

To increase a sustained external and internal resource mobilization and broaden resource channels.

Pillars

Business Development

Fund Development and
Partnership

Youth Enterprise
Investment

Advocacy and
Coordination

Organizational
Development

Principles

Integrity

Inclusivity

Sustainability

Participation

Responsiveness

Innovative
Solution

Evidence Based



4.3 Strategy Interventions Initiatives

Objective 1	Outputs/Results
To strengthen youth enterprise development and sustainability through building entrepreneurial skills of young people and provision for business-advisory services.	<ul style="list-style-type: none">• Increased young people's entrepreneurial, financial literacy skills, and innovation intelligence• Promoted market-linkages and business advisory consulting services.• Availled niche markets and new business opportunities.• Gained continue learning and support through peer networks.• Established and functionalized SYDF's innovation lab and business development centres.• Supported and capacitated with the existing business innovation incubation.• Provided youth enterprises technical assistance on patenting, business registration, trademarks, and intellectual properties copy right.• Conducted tracer studies of young people who have undergone entrepreneurship courses and received financial support.

Pillar 1: Business Development Services (BDS)

The SYDF will strategize and capitalize upon the limited resources available to enhance and empower young people's entrepreneurial and business management abilities through self-implementation or partnership with an existing youth empowerment organization. SYDF will provide business development services aiming to promote the long-term viability of youth-owned enterprises. The main objectives of BDS are to: (a) provide capacity-building training; consultancy and business advisory





g and legal

Pillar 2: Fund Development and Partnership

The fund development and partnership aim to increase resource mobilization, broaden resource channels by exploring alternative sources of funding. The SLYDF will attract more funding from public funding (local and central government), corporate funding, regional and international donors through the establishment of networks and funding partnerships. During this strategic period, the SLYDF will focus on investing in local fundraising initiatives working alongside international development agencies by directly reaching out to donors interested in youth socioeconomic empowerment. In

view of the limited capabilities of SLYDF and the high rate of youth unemployment, SLYDF believes the best strategy is to build a Public-Private pooled financing mechanism to capitalize on the small amount of available funding and increase its reach. In this respect, SLYDF will work on with collaboration of private institutions to develop enabling policies, regulations, and harmonizing of legal framework will ensure the availability of private sector funding to support youth socioeconomic empowerment. Of equal important, SLYDF will have an internal resource mobilization and partnership strategy that will guide the strategy's implementation from 2023 to 2027. SLYDF will place a specific emphasis on enhancing the capabilities of fund development infrastructures and equipping the fund development staff with the relevant expertise.

Strategic Objective 3	Outputs/Results
To strengthen inclusive access to finance for young entrepreneurs to be economically empowered and contribute the economic growth of the country.	<ul style="list-style-type: none"> • Supported access to finance through awareness raising, provision of training financial literacy, and understanding of diverse financial products. • Promoted an affordable and accessible credit scheme by reducing loan conditions. • Developed youth enterprise investment management manual.

Pillar 3: SLYDF Enterprise Investment

Promotion Access to Finance

i. Loan Products

The SLYDF's mission is to create young entrepreneurs an access to affordable and subsidized finance for investing to start-ups and scaling up existing small medium enterprises (SMEs). The fund will increase the youth job opportunities through self-

employment by providing business development skills and seed capital. The business investment model adopted by the fund will encompass various categories including grant, hybrid investment, loan, and equity investment, and other need-based investment forms.

ii. Awareness

The SLYDF will create physical and virtual forums for young entrepreneurs to showcase their entrepreneurial spirit, as well as a world-class business incubator that will provide young entrepreneurs with customized and need-based training programs. SLYDF will organize networking events, business investment pitches, an annual entrepreneurship conference, and national business awards in collaboration with development partners and other government relevant institutions. In addition, SLYDF will facilitate young people's participation in the regional and international entrepreneurship initiative by sharing opportunities and connecting them with experts who will provide support to fill in the required information.

Figure 4: SLYDF Investment Model

Source of funding

The primary source of funding for the SLYDF will come from the government budgets and income from social enterprises funded by SLYDF. In addition, the other source of fund will be from the private sectors through contributions, NGOs, UN agencies, and international donor.

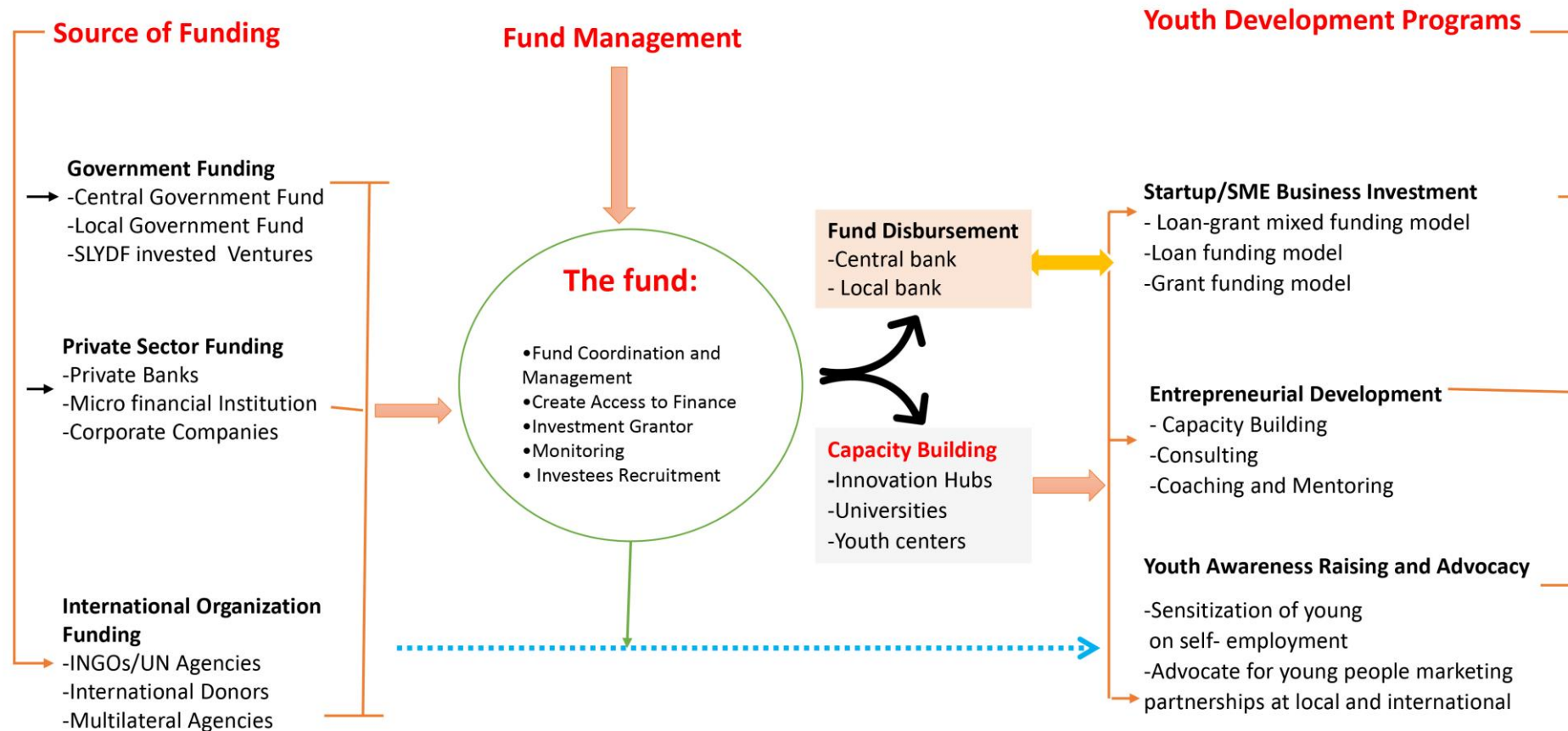
Fund Management

SLYDF stands as a funding management agent that mediates funding source and investment seekers (youth) by creating enabling business investment ecosystem. The fund will partner with financial intermediators to disburse the investment and skill development centres (academia and youth centres) in provision of youth entrepreneurial skills, advisory and mentorship services.

Focus Interventions

The fund will focus four thematic youth investment areas; credit scheme (soft-loan, hybrid loan, grant, and equate loan), skills development, partnership and policies and legal framework developments.

SLYDF Investment Model



Strategic Objective 4	Outputs/Results
To strengthen legal framework and coordination for business ecosystem and in place robust functional organization systems.	<ul style="list-style-type: none"> • Developed and influenced fund related legal frameworks and policies. • Established national youth intervention coordination task force and integrated monitoring and evaluating system • Strengthened the youth empowerment Inter-agency Coordination Forum • Created National youth intervention management information system • Established effective internal systems and policies to implement the strategy effectively and efficiently. • Promoted talent management, staff retention, and working conditions. • Established fund regional offices.

Pillar 4. Legal framework and Coordination

In the strategic period, SYDF will build a healthy business ecosystem through advocate for creating a conducive business environment and coordination for national youth self-employment creation effort for the growth of the youth enterprises. SYDF will collaborate and work with line ministries, the private sector, and like-minded organizations to develop and influence policies, legal frameworks that facilitating to establish a more conducive ecosystems and eliminate barriers. Furthermore, the SYDF with its alliance advocate formation for national task force committee that will coordinate and monitor the youth empowerment interventions. The implementation requires that the SLYDF approaches lobbying and advocacy strategy based on the outcomes in the strategic plan. The fund will employ and subsequently implement and prioritize areas of youth advocacy by working with like-minded institutions, and

monitoring the progress made this joint effort.

Pillar 5. Organizational Development

To implement the strategy and successfully deliver its services, the SLYDF will strengthen institutional capacity by strengthening manpower, improving governance, building fund management and disbursement systems, raising awareness of funding categories, and increasing collaboration and partnership with the public and private sectors in implementing programs that will increase sustainability. SLYDF will use technology to provide full automation of service delivery by developing a virtual investment application platform and developing effective feedback mechanisms such as monitoring, evaluation, accountability, and learning systems. The SLYDF will strive to have a highly qualified and motivated staff, who will enable it carry out its mandate in a professional manner. In order to maintain a highly motivated staff the following strategic action will take place:



CHAPTER FIVE

IMPLEMENTATION, FINANCING, AND PERFORMANCE MANAGEMENT

5.1 Financing

Somaliland Youth Development fund will be financed from different sources including central government budget, SLYDF invested ventures, local government contributions, international donations and local private contributions. A comprehensive resource mobilization strategy will be developed. These five strategic plan finance costs as USD \$9,151,000.00 dollars and break down per year is addressed in the below table.

SLYD Strategic Plan Resourcing 2023-2027

<i>Strategic Focus Area</i>	2023	2024	2025	2026	2027	Total
<i>Business Development Services (BDS)</i>	345,840	345,840	345,840	345,840	345,840	1,729,200
<i>Fund Development and Partnership</i>	60,000	70,000	70,000	65,000	50,000	315,000
<i>Youth Enterprises Investment Seed Money</i>	1,200,000	1,200,000	1,200,000	1,600,000	1,667,000	6,867,000
<i>Legal Frameworks and Coordination</i>	10,000	50,000	80,000	50,000	50,000	240,000
Grand total						9,151,000

5.2 Coordination

Somaliland Youth Development Fund strategic plan gives a special consideration to the proper coordination on the youth interventions efforts on job creation and access to entrepreneurial financing carried out by the different stakeholders including government, private and international partners.

Somaliland youth development Fund will organize a stakeholder coordination meeting, prepare periodic progress report and establish information dashboard that is published with youth empowerment progresses.

5.3 Monitoring and Evaluation

The Monitoring and Evaluation system the SLYDF will adopt will be a part of overall performance management. The emphasis will be on results and not activities. It will emphasize on what has been achieved over what was done. The system will make distinction between three sets of operating concepts: the distinction between monitoring and evaluation; the difference between monitoring change from monitoring process; and finally, monitoring programmes of SLYDF away from monitoring the institution.

Monitoring is an ongoing process and will be based on the following thinking: SLYDF and partners will develop clear agreements and mechanisms on how monitoring will be done. Monitoring of the SLYDF's work and programmes based on qualitative and quantitative agreed on indicators will be done by a variety of means that include:

- ❖ Management and coordinator meetings
- ❖ Progress report
- ❖ Performance review workshops and peer reviews
- ❖ The SLYDF team through the agreed-upon monitoring system

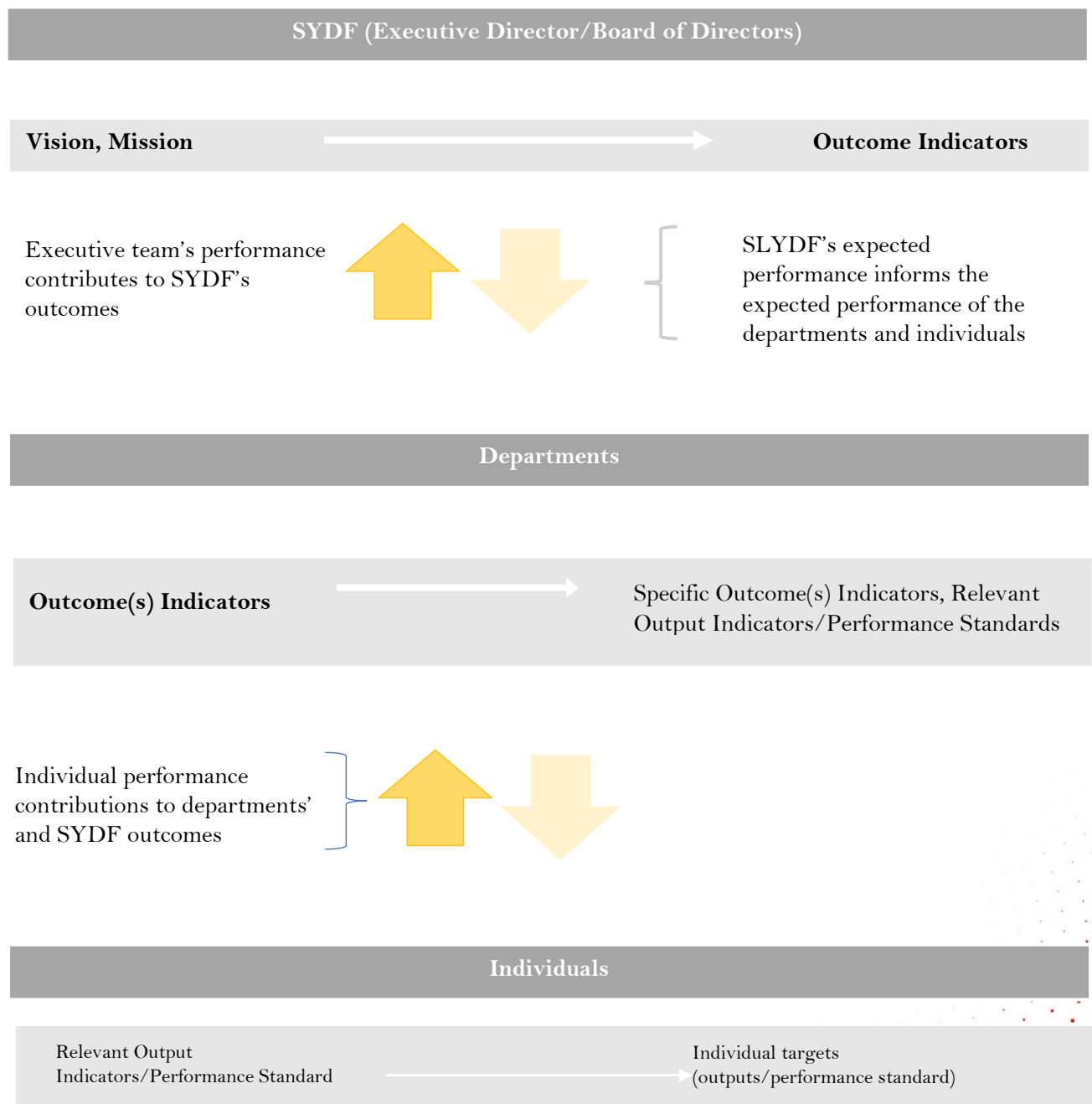
Monitoring reports will be provided to show the results that have or have not been achieved and will be done monthly and quarterly.

SLYDF's Performance Management System will comprehensively link its strategy and outcomes to units and individual objectives and performance expectations. It will consist of two components:

- M&E of SLYDF's performance (outcomes, outputs, activities, strategies) as defined in the strategic plan.

- Performance appraisal of individual performance as defined in the performance contract.
- Demonstrate transparency and accountability: Based on the evidence, to what extent has the SLYDF delivered on its expected service to beneficiaries: young entrepreneurs
- and partners.

A linkage between the two components is as illustrated in the figure below.



Objectives of the M&E

1. **Sharing and learning:** Reporting findings will help organizational continuous learning. An analysis of what works, what does not and why facilitate the generation of successes, good practices and lessons learnt that builds on further performance improvements.
2. **Decision making:** Evidence-based performance reports will facilitate decision making at the board of directors, management and executive team level towards performance improvement.
3. **Documentation:** the system will facilitate the recording of information and create institutional memory. This documentation is not only very critical for SLYDF as an institution but also for external audiences such as line ministries, private partners, donors and the interested public.
4. **Participation of partners in M&E:** SLYDF will invite feedback from important partners and stakeholders and share with them evaluation reports.

The M&E Process

Performance M&E process will start at the planning stage (strategic plan, result framework, annual operational plans, individual work plans) that will be reviewed quarterly and annually during performance meetings and review workshops. SLYDF will develop and use monitoring and evaluation framework for guiding the M&E actions. SLYDF will develop and use standard reporting guidelines, formats for quarter progress reports, annual performance reports, and range of methods to disseminate information including media briefing, press conferences, workshops, newsletters and documentaries, among others.

Evaluation mechanisms

Continuous evaluation of results (outputs and outcomes) will be undertaken by the M&E department. The department will continuously evaluate all strategies, activities and outputs or outcomes with a view to advising management and the Board on any performance gaps as well as offer feasible strategy alternatives. The evaluation will entail the following:

Mid-term evaluation and reporting

The Strategic Plan will be reviewed mid-term the plan period 2024. The midterm review will inform the necessary changes in the objectives, strategies, and activities to be incorporated for the remainder of the plan period. Any emerging issues from the operating environment affecting the SLYDF will be addressed at this point. Six months prior to the end of the plan period, the Board will initiate the process of end term review. The objective will be to enumerate results and document lessons learnt as well as inform the next cycle strategic plan.



ANNEXES

Annex 1: Implementation Framework of the Strategic Plan

Strategic Objective/Outcome /Output	Key Performance Indicator	Baseline	Targets Plan (2023-2027)					Means of Verification	Key Stakeholders	Annual Budget Estimate (2023-2027)					Total Budget in USD		
			Y	Y	Y	Y	Y					Y	Y	Y		Y	Y
			1	2	3	4	5					1	2	3		4	5
Goal: Young entrepreneurs economically empowered contributing to nation's development																	
Outcome1: Young entrepreneurs get access to sustainable skill development and advisory service that enables to creating an effective enterprise																	
Output 1.1: Increased young people's entrepreneurial, financial literacy skills, and innovation intelligence																	
Strategy 1.1.1 Develop customized and need-based entrepreneurial, business management, and related life skills manuals	# of entrepreneurial skill management training manuals and curricula developed and reviewed	0	2	2	3	-	-	Manuals in place	MoYS	\$3000	\$3000	\$4500	0	0	\$10500.00		
Strategy 1.1.2: Strengthen youth entrepreneurship skills through trainings and business competitions programs	# of young people get access to entrepreneurial skill trainings	0	500	900	1300	1700	2100	Training reports	DPs	\$55,000	\$99,000	\$143,000	\$187,000	\$231,000	\$546700.00		

	# of young people get involved on competitive programs	0	250	750	1000	1200	1500	Report	DPs	\$3500	\$7000	\$10500	\$14000	\$17500	\$52,500.00
Output 1.2 Established and functionalized SLYDF's innovation lab and business development centres															
Strategy 1.2. 1: Establish well equipped business and innovations hubs	# business hubs established throughout the country	1	1	2	2	1	1	hubs in place	DPs	\$150,000	\$300,000	\$300,000	\$150,000	\$150,000	\$1,050,000
Strategy 1.2. 2: Partner with public and private innovations hubs for business development and advisory services.	\$ MOUs signed with partners with business hubs.	0	2	3	3	3	3	MOUs Signed	DPs	\$0	\$0	\$0	\$0	\$0	\$0
Output 1.3 Aailed niche markets and new business opportunities															
Strategy 1.3. 1: Support youth to access to market for their products	# of youth get access to market support facilities	0	25	50	75	100	100	Report	DPs	\$5000	\$10,00	\$1500	\$20,000	\$20,000	\$70,000
Outcome 2. Sustainability and priority driven funds are mobilized and secured for youth economic empowerment															
Output 2.1 Increases Domestic and external Resource Mobilization															
Strategy 2.1.1: Develop a fundraising, resource	Fund raising and resource me							The							

mobilization and partnership strategies	mobilization strategy developed	0	0	1	0	0	0	Strategy in place	DPs	\$0	\$5000	\$0	\$0	\$	\$5000
Strategy 2.1.2: Lobby the increment central government budget allocation for SLYDF	# number meeting held with the Ministry of finance	0	2	2	3	3	3	Meeting Minutes	MoF	\$0	\$0	\$0	\$0	\$0	\$0
Strategy 2.1.3: Advocate for budget allocation for the youth micro-enterprise investment by the local governments.	# number meeting held with the district local government for youth microfinance investments	0	0	2	4	6	6	Reports	DPs	\$0	\$2000	\$4000	\$3000	\$3000	\$12000
Strategy 2.1.4: Organize private sector fundraising and resource mobilization events for youth enterprises investment	# of events organization by SLYDF for fundraising among private sector	0	1	1	2	2	2	Reports	DPs	\$1800	\$1800	\$3200	\$3200	\$3200	\$12,800
Strategy 2.1.5: Advocate for financial grants low-rate loans for young-entrepreneurs	# of engagement to PFI (MoUs, meetings and debates)	0	2	4	6	8	10	Meeting reports and signed MOUs	DPS and PFI	\$1000	\$2000	\$3000	\$4000	\$5000	\$15,000

Strategy 2.1.6: Team up with regional and international donors and embassies supporting youth development initiatives.	# of engagements held with the international donors (proposals sent and conferences held with the international donors	0	3	6	8	10	12	Reports and MOUs with partners in place	DPs	\$2500	\$3,000	\$4000	\$5000	\$6000	\$20500.00
Strategy 2.1. 7: Invest income generating ventures	# of ventures invested from the SLYDF fund budget	0	0	1	1	0	0	Ventures in place	PFI and SL central bank	\$0	\$100,000	\$150,000	\$0	\$0	\$250,000
Outcome 3: young entrepreneurs' access to the required capital investment to establish and sustain their enterprises															
Output 3.1 Increased access to affordable financing to youth led enterprises															
Strategy 3.1.1 Create an affordable and accessible microfinance scheme	# Youth get access to financial investment	0	100	150	200	250	300	You led established enterprises in place	PFI and DPS	\$500,000	\$750,000	\$1,000,00	\$1,500,000	\$2,000,00	\$5,750,000
Strategy 3.1. 2: Sign MOU with local banks to facilitate SLYDF's fund	# of MOUs signed with local	0	1	1	1	2	2	Signed MOUs in	PFI	\$0	\$0	\$0	\$0	\$0	\$0

disbursement	PFI							place								
Strategy 3.1.3: disbursement or youth-start investment. Create an online dashboard for investment management and tracking the progress and status of business loan	Online Dashboard created	0	0	1	0	0	0	Online Dashboard in place	PFI	\$0	\$0	\$1000	\$0	\$0	\$1000	
Strategy 3.1.4. Develop youth enterprise investment management manual/guideline	Youth Investment guideline developed printed	0	1	0	0	0	0	Guideline in place	Sol Gen	\$3000	\$0	\$0	\$0	\$0	\$3000	
Output 3.2 Young People and sensitized with self-employment and job creation																
Strategy 3.2.1: Prepare diverse platforms for youth mobilizations and awareness raising for self-employment.	# of awareness and mobilization sessions for youth self-employment held	0	1	3	5	6	6	Reports	DPs	\$0	\$2000	\$6000	\$10000	\$10000	\$28000	
Strategy 3.2.2 Organize public business investment competition and boot camp events	# of public business boot camps held	0	1	2	3	4	4	Reports	DPs	\$1000	\$2000	\$3000	\$4000	\$4000	\$14000	
Outcome 4: Somaliland youth fund is legally reinforced anchored with appropriate laws and policies that favors implementation of its mandates in coordinated and evidence-based manner																

Output 4.1 Legal frame Works and strong coordination mechanism is in place

Strategy 4.1.1: Develop youth fund act	Youth fund act developed	0	0	1	-	-	-	Youth fund act in place	SL Solicitor General	\$0	\$50,000	\$0	\$0	\$0	\$50,000
Strategy 4.1.2 : Develop youth fund related policies	Necessary policies developed	0	0	1	1	2	2	Necessary policies in place	DPS	\$0	\$16,000	\$16,000	\$24000	\$24000	\$80,000
Strategy 4.1.3: Strengthen youth empowerment inter-agency coordination mechanism	# youth empowerment interventions coordination task force established	-	-	-	-	-	-	Youth empowerment interventions Coordination task force	Government institutions involved in youth interventions	-\$0	-	-	-	-	-
	#periodic coordination meetings held		0	2	4	4	4	Meeting Minutes/report	DPSs and gov institutions	\$0	\$2000	\$4000	\$4000	\$4000	\$18000

Strategy 4.1.4: create national youth intervention management information system	Youth employment and entrepreneur database in place	0	0	1	0	0	0	Updated data base in place	DPs	\$0	\$0	\$50,000	\$0	\$0	\$50,000
	Annual Youth Index report produced	0	0	0	1	1	1	Youth index report in place	DPs	\$0	\$0	\$10,000	\$10,000	\$10,000	\$30,000



Somaliland Youth Development Fund Strategic Plan 2023 - 2027



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