

REPUBLIC OF SOMALILAND
Somaliland Ministry of Trade, Industry and Tourism

2020 Annual Strategic Plan Report
WITH RESPECT TO NATIONAL DEVELOPMENT PLAN II
2017-2021

Table of Contents

List of tables.....	2
Foreword by the Minister.....	3
Foreword by the Director General	4
1. Introduction	5
2. About the MoTIT	6
2.1. Vision	6
2.2. Mission	6
2.3. Responsibilities.....	6
3. Situational Analysis	6
3.1. The MoTIT and the Economic Sector	6
3.2. Progress made in 2019.....	7
3.3. Challenges ahead.....	8
4. MoTIT 2020 Annual Strategic Plan.....	9
4.1. Structure.....	9
4.2. Description	10
4.2.1. Projects.....	10
I. Industrialisation Agenda	10
II. Improving the business environment Agenda	17
III. Tourism and Archaeological Development	27
IV. Improving the gums and resins sector	32
V. Improving Data Management Systems.....	35
4.2.2. Cross-cutting Objectives	38
I. Human Resources.....	38
II. Information and Communication Technologies	41
5. Implementation framework	43
6. Monitoring and evaluation framework.....	43
7. Concluding remarks	44
ANNEX	45
MOTIT ASP 2020 Consultative meeting (15 March 2020)	45

List of tables

Table 1. Industrialisation Agenda.....	11
Table 2. Improving the Business Environment Agenda.....	18
Table 3. Tourism and archaeological development.....	28
Table 4. Improving the gums and resins sector.....	33
Table 5. Improving data management systems.....	36
Table 6. Human Resources	39
Table 7. Information and Communication Technologies	42

Foreword by the Minister



The Ministry of Trade, Industry and Tourism is proud of the achievements made in 2019 as a result of the hard work, dedication, and commitment of the staff, to the Ministry's mandate and agenda. While acknowledging these achievements, we must also identify the challenges and opportunities ahead, and it is with this spirit that we have worked tirelessly to put together the present Annual Strategic Plan.

Through this Plan, we aim at improving the inter-departmental coordination of the Ministry, while also enhancing monitoring and evaluation efforts. The Plan highlights the main Projects that will lead our efforts throughout 2020. These projects are closely related to the mandate of the Ministry, which consists of improving the business environment, industrial development, and the promotion of tourism and Somaliland's archaeological sites, among others. Thus, we turn commitment into action and clearly define which progress we expect to achieve in 2020.

Through the publication of this Report, we also intent to increase transparency with regard to the activities we aim to take. The ambition is high and challenges are daunting, but we will work tirelessly to achieve the goals we have set ourselves and deliver on our responsibilities to the people of Somaliland.

In acknowledging the completion and publication of the present Annual Strategic Plan, I am delighted to kindly thank all staff members of the Ministry for their efforts in planning and coordinating the ministry's work.

The Minister of Trade, Industry and Tourism
Republic of Somaliland
Mohamoud Hassan Saad Saajin

A handwritten signature in blue ink, consisting of a large, stylized 'S' followed by a horizontal line and a small upward stroke.

Foreword by the Director General



The MoTIT Annual Strategic Plan for the year 2020 is an outline of the activities that the Ministry intends to implement in order to achieve a solid and sustained economic growth in the short and medium term.

In order to facilitate the implementation of the Plan and to ensure the realisation of the desired Economic Sector outcomes, the Plan is aligned with Somaliland's National Development Plan II (2017-2021). In addition, it outlines the MoTIT's vision; purpose and direction, and helps streamline resources towards specific objectives and projects set out as high-priority. Moreover, it translates the overall strategy into desired department- and staff-specific actions, which helps monitoring and evaluating the performance at the departmental and individual level.

The Ministry's executive and staff are dedicated to providing services to the public and stakeholders, guided by our fundamental values (honesty, accountability, transparency, efficiency, integrity, teamwork and cooperation, and fairness). Throughout the implementation of the Plan, the MoTIT is confident that the strategic objectives outlined in this document will be achieved based on the successful implementation, monitoring and evaluation of the project activities.

The present Annual Strategic Plan is a key document that will lead the Ministry of Trade, Industry and Tourism to live up to its mandate and achieve its desired vision.

Eng. Abdirahman Mohamed Mohumed (Abdeeq)
Republic of Somaliland
Director General

1. Introduction

Annual Strategic Plans are key organisational tools that help institutions prioritise their work through the definition of clear annual objectives, timelines, actions, and performance indicators. At the same time, these plans allow for a better coordination between an organisation's teams in the achievement of common goals. Thus, Annual Strategic Plans should not only be seen as recommended, but also as necessary tools to enhance an organisation's coordination, prioritisation and, eventually, its efficiency and effectiveness in fulfilling a designated mandate.

The present MoTIT 2020 Annual Strategic Plan (ASP) is the first of its kind since the merger between the Somaliland Ministries of Commerce, Industry and Tourism into one Ministry. Up to date, annual plans were issued individually by each Department, but were not yet put together into one combined MoTIT Annual Strategic Plan. Therefore, the present Plan advances the organisational capabilities of the MoTIT by coordinating the work between departments through the configuration of Ministry-wide projects that bring together different departments under each of the defined MoTIT Projects.

In accordance, the Plan is structured into 5 Projects, namely **(i) industrialisation agenda, (ii) improving the business environment agenda, (iii) tourism and archaeological development, (iv) improving the gums and resins sector, and (v) improving data management systems**. In addition to these five Ministry-wide projects, the Plan defines 2 Cross-cutting Objectives: **(i) Human Resources** and **(ii) Information and Communication Technologies**. These are two supportive work streams that inevitably impact the efficiency of all departments and all projects. For each of these Projects and Cross-cutting Objectives, detail is provided regarding their specific objectives, expected outcomes, leading department(s), timeline, performance indicators, and potential challenges.

Coordinated by the Department of Planning, the ASP has been developed through a mix of top down and bottom up participatory approaches. First, Ministry priorities were collected from the Minister and the Director General, in parallel; each Department developed their own individual annual work plans. Thereafter, these two proposals were merged and the 5 Projects and 2 Cross-Cutting objectives were developed. After a back-and-forth exercise between the Department of Planning and all other Departments, a draft version of the ASP was developed and all departments were brought together into a one-day consultation workshop on the 15th of March¹. After reviewing the inputs provided during the workshop, the ASP and the present Plan's Report were finalised.

The structure of this report is as follows. After the introduction, Section 2 explains the Ministry's vision, mandate and responsibilities. Section 3 sets the stage and provides the context of the Plan by outlining the progress made in 2019 and the challenges ahead. Section 4 consists of the core part of the report, in which the Plan is described and presented to the reader. Sections 5 and 6 briefly describe the monitoring and implementation guidelines of the Plan. Section 6 provides some concluding remarks.

¹ See the Annex for the photos of the consultative workshop

2. About the MoTIT

2.1. Vision

A nation with a sustainable, vibrant and dynamic private sector that is competitive, innovative, technology driven, and environmentally sensitive, and an economically profitable tourism industry, all contributing to sustainable national development and the eradication of poverty.

2.2. Mission

Facilitate the creation of a vibrant, technology-driven, and competitive private sector and tourism industry, which significantly contribute to economic growth and employment creation, while ensuring mass mobilization and proper formalization of the informal economy and trade.

2.3. Responsibilities

The following are the main responsibilities of the MoTIT:

- Formulate and harmonize policies that will ensure the development of the trade, industrial and tourism sectors, both at national and global levels.
- Promote and facilitate domestic and international trade, with an emphasis on diversification, business classification and value-addition.
- Improve entrepreneurial skills, technological capabilities and accessibility to credit and markets.
- Develop programs and activities targeted at institutional capacity building, so as to meet the challenges of national and global markets.
- Facilitate the development of Somaliland's production base and the expansion of cross-border trade.
- Collect, process, store and disseminate timely and accurate trade-related information.
- Facilitate private sector access to capital and ensure proper formalization of the informal economy.
- Ensure that private sector development programs are complementary and cover a broad range of needs.

3. Situational Analysis

3.1. The MoTIT and the Economic Sector

The MoTIT's mandate falls within the Government Regulation of Ministries and Government Institutions Regulation law no.01/2018 (revised version of law no.71/2015). In particular, the work of the MoTIT seeks to promote the NDP II Economic Sector, which consists of the development of several priority areas, including agriculture, fisheries and livestock, trade and financial services, tourism, manufacturing, mining and extractives, private sector and investment, and the fruitful coordination with Somaliland's Diaspora. The following areas cut across the former priorities; employment and labour, social protection and youth².

The analysis of Somaliland's economic structure helps understand the performance of its Economic Sector. First, the livestock sector plays a key role in Somaliland's economy in terms of food security, the promotion of exports and the collection of foreign currency, and

² See [National Development Plan II \(2017-2021\)](#)

the support of internal demand. Within the private sector, companies linked to the sale of imported goods represent a prominent share of total private enterprises due to the country's import dependency. Third, there is a considerable number of companies operating as providers of consulting and auditing services, correlated with the increase in the number of formal private enterprises in Somaliland. Fourth, the manufacturing sector is yet in an infant stage, focused on assembling and basic processing of primary commodities. Finally, supportive sectors such as construction and transport are already relevant and have ample potential for growth³.

In spite of the progress made to date, the development of Somaliland's productive capabilities through private sector development is not without challenges. Surveys have showed the difficulties posed by high energy costs, costly and inefficient financial services, and poor transport networks^{4,5}. While in the past 5 years there have been considerable improvements in some of these areas, such as in improving the business registration process, there still exist ample opportunities for promoting private sector growth and the country's economic development. As such, it is important to highlight the potential of an underdeveloped fisheries and tourism sectors, the importance of Somaliland as exporter of gums and resins, and the opportunities for industry development posed by the future establishment of a Special Economic Zone and the development and further improvement of the Berbera Port and Berbera Corridor.

In coherence, the MoTIT plays, and will keep playing, a key role in seizing the opportunities for economic development while effectively reducing the hurdles faced by the private sector. Within this context, the work of the MoTIT in 2020 will prioritise the development of much needed economic policies and regulations (e.g. Trade Policy, Industrial Policy), the coordination of private sector meetings (e.g. ESCOM quarterly meetings), the improvement of data management systems and the promotion of data analysis within the Ministry, among others. In order to set the stage for the MoTIT 2020 Annual Strategic Plan, the following section delves into the progress made during 2019 and the challenges ahead.

3.2. Progress made in 2019

2019 was a year of substantial progress. The main areas of progress were those related to (i) improving the business environment, (ii) promoting industrialisation, (iii) attracting tourists and enhancing tourism infrastructure, and (iv) promoting and deepening the knowledge of Somaliland's archaeological sites.

Different projects were successfully implemented under the business environment improvement agenda. First, the MoTIT developed and officially published the Somaliland National MSME Policy. The Policy enhances the framework that supports entrepreneurial environment conditions and provides guidance to the private sector. Second, the MoTIT considerably improved the business registration procedures (cost, time, and bureaucracy) and established a physical One-Stop-Shop Business Registration Office, which brought together all business registration-relevant governmental agencies at the MoTIT Headquarters in Hargeisa. This helped companies register their business, accounting for 1,139 registrations in 2019. Related to the latter, the Information and Communications Technologies (ICT) Department of the MoTIT developed a software for Business Registrations that has greatly improved the management and analysis of Business Registration data.

³ World Bank (2016). *Somaliland's Private Sector at a Crossroads: Political Economy and Policy Choices for Prosperity and Job Creation*. Washington, DC, USA.

⁴ World Bank (2012). *Doing Business in Hargeisa 2012*. Washington DC, USA.

⁵ World Bank (2013). *Somaliland Enterprise Survey, 2013*. Washington DC, USA.

Third, the Ministry developed a Draft of the National Trade Policy, which currently is in its consultation and review stage. Last but not least, the Ministry continued to work on the coordination of public and private actors through the organisation of Economic Sector Coordination Meetings (ESCOM). These meetings are key in enhancing the fruitful collaboration between government policy and private investments, thus contributing to the economic growth and social development of Somaliland.

Regarding the promotion of industrial development, the main output was the development of a taxonomy for the country's industries. The Ministry divided active industries in the country into three grades (A, B and C) depending on their capital investment, ranging from lower than \$250,000 to over \$450,000. This helped organise the MoTIT's information about the Somaliland's industrial base and companies' investment needs.

When it comes to the development of the tourist sector, the Ministry undertook certain activities which were necessary to meet the needs of tourists and increase tourist satisfaction during their stay in Somaliland. For the development of the tourism infrastructure, the following two tasks were prioritized and implemented in 2019: rehabilitation works such as fencing (i.e. in Laasgeel, Dhagah Kuure, Old Amuud, Qiblatayn and Abbassa), and installing solar-powered energy infrastructure for lighting (i.e. Laas Geel).

The promotion of archaeological sites is closely linked to the discovery and maintenance of new and existing sites. In this regard, in 2019 the Spanish Archaeological Mission in Somaliland⁶, coordinated by the Institute of Heritage Sciences of the Spanish National Research Council and directed by Alfredo González Rubial and Jorge de Torres Rodríguez, in collaboration with the Ministry, undertook several archaeological activities in Somaliland. Last year's fieldwork season focused on two main geographic areas: the coastal sites of Xiis and Mayd in the Sanaag region, and the area around the village of Boon, to the north of Borama in the Awdal region.

In sum, in 2019 the MoTIT endeavoured to fulfil its mandate and achieved considerable progress in the main areas specified above⁷. In light of this, it is expected that the Ministry will continue on a productive path during 2020. After acknowledging the progress made in 2019, it is critical to briefly highlight the main challenges that are expected to be faced.

3.3. Challenges ahead

The MoTIT must be cognisant of the challenges ahead. In this regard, the MoTIT faces difficulties in different areas. First, insufficient planning strategies delay the achievement of the proposed objectives. Second, there is insufficient coordination among the Ministry's Departments, which hinders the realisation of projects that require the joint effort of employees from different departments. Low capacity of staff members also features as an important weakness. Finally, budget constraints limit the scope and number of projects that can be successfully carried out. As an illustration, lack of transport equipment for departments such as Archaeology, Gums and Resins, and Tourism certainly limit their ability to fulfil their roles.

As already advanced, it should be noted that progress has been made within these areas. The present MoTIT Strategic Plan is an example of the efforts to improve planning and coordination among Ministry departments. Other examples are the coordination between the Trade, Planning and ICT Departments to successfully enhance the Business Registration database, or the efficient use of resources to improve the infrastructure of archaeological sites. Finally, although for external reasons, the Ministry has seen a slight change in its

⁶ <https://medievallandscapes.wordpress.com/the-incipit-archaeological-project-in-somaliland/>

⁷ For further details, please see the [MoTIT 2019 Annual Progress Report](#).

internal structure, which might also prove helpful in terms of internal organisation. It is expected that these improvements will help achieve the objectives stated in the present Annual Strategic Plan.

4. MoTIT 2020 Annual Strategic Plan

4.1. Structure

The ASP has been based on the MoTIT mandate, the progress made in 2019, and the challenges ahead. In addition to these, the MoTIT has taken into account its commitment in supporting Somaliland to achieve the objectives defined in the National Development Plan II (2017-2021), and also the relationship of such objectives with the Sustainable Development Goals⁸. Underpinned by these areas, the work of the MoTIT in 2020 is structured into 5 main Projects and 2 Cross-cutting Objectives.

The Projects make reference to the most important areas of work of the MoTIT. These are:

- I. Industrialisation agenda
- II. Improving the business environment agenda
- III. Tourism and archaeological development
- IV. Improving the gums and resins sector
- V. Improving data management systems

Each project necessarily brings together different ministerial departments, meaning that effective internal coordination is essential to achieve the goals outlined. In particular, the MoTIT departments are: Planning Department (PD), Information and Communication Technologies Department (ICT), Trade Department (TD), Industries Department (ID), Regions Department (RD), Human Resources Department (HR), Environmental protection Department (IEI), Tourism Promotion and Development Department (TPD), Archaeology and Indigenous Arts Protection and Promotion Department (AP), Gums and Resins Department (GR), Finance and Administration Department (FAD).

Each Project will consist of different sub-projects⁹. There is a total of 29 sub-projects, with Project II as the Project with the largest number of sub-projects, which highlights the commitment of the Ministry to improve the business environment through a clearer regulatory framework, micro-targeted policies, and macroeconomic guidelines such as the National Trade Policy. Projects I, III, IV, and V, have 7, 5, 2 and 3 sub-projects respectively.

As mentioned above, in addition to these 5 projects, the MoTIT has defined 2 Cross-cutting Objectives. These have been defined as cross-cutting because they are essential for the achievement of all 5 Projects, and will critically help the MoTIT fulfil its role. The Cross-cutting Objectives are:

- I. Human Resources
- II. Information and Communication Technologies

These two cross-cutting objectives have 3 and 2 sub-projects respectively, and while they also require inter-departmental coordination, work on these two areas is centralised in the HR and ICT departments.

For each Project and Cross-cutting Objective, the MoTIT has detailed the expected outcomes, timelines, indicators and potential challenges, the latter when relevant only.

⁸ https://sustainabledevelopment.un.org/content/documents/24270Somaliland_SDG16_Progress_Report.pdf

⁹ Sometimes referred here as 'objectives'.

4.2. Description

4.2.1. Projects

I. Industrialisation Agenda

Promoting industrialisation in Somaliland is key for its economic and social development. Given the recent progress in the development of the Berbera Port infrastructure and the Berbera Corridor, industrialisation is one of the key priorities of the MoTIT's 2020 ASP. To this aim, different objectives, framed as 'sub-projects', fall within the broader Industrialisation Agenda Project (Table 1).

Accordingly, the Industrialisation Agenda Project has 7 different sub-projects. First, it is expected that during this year the first Somaliland Industrialisation Strategy will be finalised. This policy ought to offer guidance to government agencies, the private sector, and the civil society in relation to the short-to-medium term plan to foster industrialisation in the country. In parallel, the MoTIT aims at establishing the first Industrial Zone in Somaliland, which will require the development of a diagnostic study on its optimal location¹⁰. Paramount to both, Somaliland Industrialisation Strategy and the Industrial Zone, is the survey on current industrial companies operating in the country. Complementing the former, the MoTIT also plans to improve its industrial inspection mechanisms, organise the annual local industries exhibition summit, and undertake a pilot survey of local craftsmen in Hargeisa.

All projects will be internally funded. While it is challenging to establish a quantitative indicator on the overall output of working on this Project (i.e. change in manufacturing value added over GDP), in general terms the progress will be evaluated in relation to the publication of the different project reports, as indicated in 'Indicators' (see Table 1). Timelines are preliminary and subjective to the accomplishment of each activity in due time. Finally, although the main lead department is the Industries Department, the achievement of the abovementioned sub-projects will require the coordination of different departments, such as the Department of Environment, Safety and Crafts, and the Department of Trade.

The Industrialisation Agenda is closely linked to achieving the goals set in the National Development Plan II (2017-2021). In particular, those objectives included in the Economic Sector goals, such as, by 2021, *increase the contribution of the manufacturing industry into the national GDP to 7% and the employment level to 40%*. The current agenda is also closely related to the Sustainable Development Goals, in particular *SDG 9: Industry, Innovation and Infrastructure* and *SDG 8: Decent Work and Economic Growth*.

¹⁰ Given the relevance of the diagnostic study, it has been considered as a separate sub-project.

Table 1. Industrialisation Agenda

Objective	Outcome	Lead	Potential Challenges	Indicators	Timeline									
					Start	End								
Formulation of Industrialization Policy	<ul style="list-style-type: none">Enhance the provision of appropriate skills and technology;Improved business environment for the manufacturing sector;Improved access to key business services;To promote support infrastructure (enablers);Facilitate participation of MSME in manufacturing and market linkages;Address the environmental and social sustainability of industrialization;Address the governance challenge in terms of policy formulation and implementation.	Industries Department		Approval of the Policy by the cabinet and publication	March 2020	December 2020								
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Appoint technical committee within the Ministry for the formulation of the Industrialization of the Policy		Minister												
Drafting the CN of the Policy / inception report		Ministry												
Develop road map for the Policy formulation		TC												
Develop skeleton for the Policy		TC												
Industrial Context Analysis		TC												
Drafting of Industrial Policy		TC												
First Draft validation		Stakeholders												
Objective	Outcome	Lead	Potential Challenges	Indicators	Timeline									
Diagnostic Study for the establishment of Industrial zone in Somaliland	<ul style="list-style-type: none">Undertake an Industrial stakeholder analysisLocation, size, and land use planning analysisUnderstanding of the main requirements for the establishment of the IZ (Industrial Zone)Main features of Somaliland's IZLearning lessons from other countries'	Industries Department (ID)	External shocks which may divert the budget allocated for IZ exercise	Diagnostic Study Report published and presented.	February 2020	June 2020								

	<div>successes and failures</div> <ul style="list-style-type: none">• Formulate specific guidelines in accordance with international rules and best practices, so as to enhance their contributions to the success of the country's economic development.• An assessment of the benefits of the IZ, including their contributions to exports, investment, and job creation.• A computation of the costs of the establishment of the IZ, including expenditures on infrastructure, tax revenues forgone, administrative costs of operating the zone, compliance costs borne by IZ enterprises, and the undesirable side effects (including the loss of efficiency)• Develop an Environmental Impact Assessment (EIA)												
Activities	Person/Department involved	Activities Timeline (2020)											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Appoint Technical committee for the selection process of the firm/ individual that will conduct the diagnostic study for the establishment of the Industrial zone	Minister												
Develop Terms of reference for the firm/ individual conducting the diagnostic study for the establishment of the Industrial zone	Technical team												
Coordinate with Somaliland National tender board for the bidding process	Technical team												
Develop Inception report for the diagnostic study exercise by the selected firm/ individual	Firm												
Validate the inception report by the Ministry officials	Ministry officials												
Implement the diagnostic study by the firm/ Individual	Firm												
Reporting the findings	Firm												
Validate the Diagnostic Study Report For The Establishment Of Industrial Zone	Ministry officials												
Objective	Outcome	Lead	Potential Challenges	Indicators	Timeline								
Establishment of Industrial Zone, Stage I	<ul style="list-style-type: none">• Improved ecological preservation and rational consumption of energy and other resources• Access to basic infrastructure. i.e resource	Industries Department (ID)	External shocks which may divert the budget allocated for IZ exercise	Start of the IZ operations and first production cycle	July 2020	December 2020							

	sharing such as electricity, water supply, management waste disposal, roads, transport facilities, telecommunications services, especially the internet. <ul style="list-style-type: none">Improved inclusive and sustainable Industrial DevelopmentImproved competitiveness of the industrial factoriesImproved standards for Industrial management. i.e environmental, safety and health standards													
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Establish Ministerial Steering Committee for the establishment of the Industrial Zone		President												
Appoint high level technical committee who undertake exploration activities for an appropriate site for the establishment of the Industrial Zone		Steering Committee (Ministers)												
Assessment of the appropriate site for the establishment of the Industrial Zone. i.e Siting/site selection		High technical Committee												
Review of the Diagnostic Study report for the establishment of the Industrial Zone		High Technical Committee												
Design of the regulatory and policy framework needed to implement the Industrial Zone		Legal Advisor												
Coordinate with local Industries and Introduce to the regulatory framework of the Industrial Zone		Industries Department												
Construction and designing of the Industrial Zone. i.e Site Master Planning, Infrastructure layout, Plot allotment guidelines, appropriate block sizes , fencing , Parking facilities , Sewer infrastructure and other common utilities (Power etc)		Engineering firm												
Develop Standard Operating guidelines and regulatory frameworks. i.e SOP for safety, waste management, Zone application forms, Industrial Zone regulation etc.		Industries Department												
Objective	Outcome	Lead	Potential Challenges									Timeline		
Local Industrial Enterprise Survey	<ul style="list-style-type: none">Baseline Survey for the capacity of local industries productionUnderstand the growth rate of Local Industries on yearly bases.Understand various factors that are affecting local IndustriesUnderstand of the local industries production capacity, productivity, extent of domestic market and availability of foreign market.	Industries Department										January 2020	August 2020	
Activities		Person/Department	Activities Timeline (2020)											

		involved	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Develop Standard Questionnaire for the Survey		Industries Department and PD												
Coordinate with Local Industries		Industries Department												
Implement the Industries Enterprise Survey		Planning and Industries Departments												
Preliminary Industries Enterprise Survey Report		Consultant												
Validate the report		Ministry Officials												
Industries Enterprise Survey Report		Ministry												
Publish report online		Ministry												
Objective	Outcome	Lead	Potential Challenges				Indicators				Timeline			
Local craftsmen Survey	• Baseline Survey for the capacity and production status of local craftsmen	Industries Environmental Protection and Local craftsman Department					Local Craftsman Survey report published				January 2020		August 2020	
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Develop questionnaire for the Survey through use of KoboCollect														
Provide training and orientation for the team undertaking the assessment Survey														
Implementation of the survey														
Produce preliminary report														
Validation of the report														
Somaliland Local Craftsman Survey Report														
Publish report														
Objective	Outcome	Lead	Potential Challenges				Indicators				Timeline			

Industrial safety and Environmental inspection	<ul style="list-style-type: none">Improved environmental safety for local Industries	Industrial Environmental Safety Inspection					Industrial safety and Environmental inspection status report is produced				January 2020	August 2020		
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Develop Standard Operating Procedure Manual for Industries environmental Protection		IEP												
Internal Consultation and Validation of the SOP		Ministry Officials												
Organize workshop for Local Industries to be familiar with the SOP for Industries Environmental Protection		IEP												
Publish and Distribute of SOP to all local Industries		IEP												
Implement Industrial safety and Environmental inspection		IEP												
Report preparation		IEP												
Produce report for Somaliland Industrial Safety and Environmental Protection Status		IEP												
Validate report		Ministry officials												
Publish report		ICT Department												
Objective	Outcome	Lead	Potential Challenges	Indicators	Timeline									
Local Industries Exhibition summit	<ul style="list-style-type: none">Showcase local products in Somaliland	Industries Department					Local Industries Exhibition summit is held Local Industries Exhibition summit is produced				January 2020	August 2020		
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Develop Concept note for summit		Industries Department and PD												
Conference Preparation		Industries Department and ICT Department												
Conference date		Industries Department												

Produce report for the exhibition summit	Industries Department and PD and Consultant												
Publish report	ICT Department												

II. Improving the business environment Agenda

A secure and dynamic business environment is an important engine of economic growth in every country in the world. Somaliland is mainly a private-led economy with its economic centre in Hargeisa, which accounts as an important hub for developing businesses, whether they be micro, small, medium or large enterprises. This is recognised in the Government's agenda and enhancing business activity features as a key priority in the MoTIT Annual Strategic Plan. This is illustrated by the fact that this is the Project with the largest number of objectives.

Therefore, there are 12 different objectives or sub-projects. First, it is expected that during this year the Regulation of Companies' Act will be finalised. This regulation will provide guidelines to the private sector regarding the procedures to establish an enterprise and operate a business, aimed at curbing informality. This is closely linked to the performance of MSMEs and will be complemented by a sub-national MSME survey, the establishment of an MSME advisory panel, the business licensing inspection campaign, the organisation of public-private dialogue meetings (ESCOM), and the definition of a monitoring and evaluation framework for the MSME policy. In addition to these, and on a macroeconomic level, the MoTIT expects to finalise and approve the National Trade Policy. Therefore, activities under this Project fall into three areas: improving existing and creating new regulations, supporting enterprises at the micro level, and providing economy-wide guidelines at the macro level.

Out of these projects, six will be jointly funded by the Ministry and the WBG/IFC, 2 will be solely funded by the WBG/IFC, and the rest will be funded by the Ministry. The main performance indicators will consist of publishing the expected documents (e.g. publication of the National Trade Policy, or the Regulation of Companies' Act) and issuing inception and progress reports. Generally speaking, although some of the sub-projects (e.g. such as developing the monitoring and evaluation framework for the MSME policy) will have shorter agendas, the designated timelines span throughout 2020, from January to December. In most cases, the Trade Department is the lead department, yet the achievement of the abovementioned objectives will require the coordination of different departments, such as the Planning, ICT, and Regions departments.

Finally, the improvement of the business environment is closely linked to achieving the goals set in the National Development Plan II (2017-2021). In particular, those objectives included in the Economic Sector goals, such as *Goal 3: By 2021, strengthen and enforce the policy, legal and institutional framework for protecting labour rights and promoting entrepreneurship [...]*. The current agenda is also closely related to the Sustainable Development Goals, in particular *SDG Goal Target 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage formalization and growth of micro-, small- and medium-sized enterprises including through access to financial services.*

Table 2. Improving the Business Environment Agenda

Objective	Outcome	Lead	Potential Challenges	Indicators	Timeline									
					Start	End								
Establishment of Business Development Advisory Board / MSMEs Advisory Panel	<ul style="list-style-type: none">Provides support and advice across all business development stages to both new and existing businesses.Works with MSMEs problem-solving issuesCoordinates the development, promotion, and delivery of capacity building workshops, business skills and knowledge development for small and medium business through local Organizations active in the sector.Participates in MSME due diligence.Coordinates with MSMEs related projects and provides guidance for MSMEs related projectsSupervise implementation of MSME Policy	Trade Department	Selection of qualified experts who are dedicated for the scope of the work	Establishment of MSME Advisory panel	February 2020	December 2020								
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Draft of the Concept note and terms of reference of the MSME Advisory Panel		Consultant												
Coordinate with stakeholders of MSMEs advisor Panel who will represent at the Board		Trade Department												
Official nomination of the Advisory Panel by the Minister		Minister												
Formulate Monitoring and Evaluation framework for MSME Policy		Advisory Panel with the support of IFC/ WBG												
Engagement forum on Monitoring and Evaluation framework on MSME Policy with Local and International Organizations active in MSME related Projects		MSME Advisory Panel												
MSME Policy implementation supervision		MSME Advisory Panel												
Produce annual report status of MSMEs in the country		MSME Advisory Panel												
Objective	Outcome	Lead	Potential Challenges	Indicators	Timeline									
					Start	End								
Trading Business Demarcation Survey	<ul style="list-style-type: none">To provide a system and procedures for regulating trade activities, particularly to business licensingTo create boundary line among Trading	Trade Development Department	Allocation of budget for the survey	Trading Business Demarcation Survey Report	April 2020	November 2020								

	<div>Businesses<ul style="list-style-type: none">Reinforce and enhance the confidence of the business persons and investors in responsible government authorities and legal frame works pertaining to trade affairs in Somaliland</div>													
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Develop Concept note for the Survey		Trade Department												
Design and Develop Questionnaire tool through use of KOBOLLECT		Consultant												
Provide training and instructions for the technical team conducting the Survey		Trade Department												
Conducting of Trading Business Demarcation Survey		Trade Department												
Produce Preliminary report for Trading Business Demarcation Survey		Consultant												
Validation meeting for the Preliminary report		Ministry officials												
Publish the report and make easily access to public		Communication Department												
Objective	Outcome	Lead	Potential Challenges	Indicators	Timeline									
					Start	End								
MSME Subnational Survey	<div><ul style="list-style-type: none">Improved understanding of the MSME sectorBetter implementation of the MSME policy</div>	Trade Department	Allocation of budget for the survey if necessary be	Baseline survey for MSMEs	March 2020	November 2020								
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Develop Concept note for the Survey		Trade Department												
Design and Develop Questionnaire tool through use of KOBOLLECT		DoP ,TD and Consultant												
Provide training and instructions for the technical team conducting the Survey		DoP ,TD and Consultant												
Implementation of MSME Subnational Survey		Trade Department												
Produce Preliminary report for MSME Subnational Survey		Trade Department												

Validation meeting for the Preliminary report		Ministry officials											
Final report		Trade Department											
Publish the report and make easily access to public		CD											
Objective	Outcome	Lead	Potential Challenges	Indicators	Timeline								
					Start				End				
Intellectual Property Rights Regulation	<ul style="list-style-type: none">Improved protection of patents and industrial designsReduced level of IPR theft within the countryReduced level of IPR conflicts	Legal Unit			Approval, publication and first stages of implementation of the Regulation			January 2020		June 2020			
Activities		Person/Department involved	Activities Timeline (2020)										
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Nominate technical committee within the Ministry for the formulation of the IPR Regulation		Minister											
Situational context Analysis		Legal Advisor											
Draft Concept note for the establishment of IPRT regulation		Legal Advisor											
Develop Skeleton for the regulation		Legal Advisor											
Internal Consultation validation for the IPRT skeleton regulation		Ministry officials											
First Draft of the regulation		Legal Unit and Legal Advisor											
Validation workshop for IPRT regulation		Stakeholders											
Publish and release		Minister											
Implementation of IPR regulation		Trade Department											
Objective	Outcome	Lead	Potential Challenge	Indicators	Timeline								
					Start				End				
Regulation of Companies Act	<ul style="list-style-type: none">Enforcement of Companies ActImproved clarity on the private sector's regulatory framework	Legal Unit			Approval, publication and first stages of implementation of the Regulation			January 2020		May 2020			
Activities		Person/Department	Activities Timeline (2020)										

		involved	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Review of the Companies Act		Ministry officials/IFC WBG												
Draft regulation of the Companies Act		Legal Advisor												
Internal validation of the regulation of Companies Act		Ministry officials/IFC WBG												
Organise validation workshop for the regulation of the Companies Act		LU and LA												
Review and amend the regulation		Ministry official												
Translation of the regulation		LU and LA												
Publish and release of the regulation		Minister												
Enforcement of the Companies Act		Trade Department												
Objectives	Outcomes	Lead	Potential Challenge				Indicators				Timeline			
											Start		End	
National Trade Policy	<ul style="list-style-type: none">Contribute to the improvement of the private sector's competitiveness and support the productive sectors of the economy in trading at both domestic and international levels, with the objective of creating wealth and employment	Trade Department					Approval, publication and first stages of implementation of the Policy				January 2020		December 2020	
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Establish technical Committee for the drafting of National Trade Policy		Minister												
Situational Analysis. i.e review of all stakeholder sectors and existing documents within the economic sector		Consultant												
Formulate National Trade Policy skeleton		Legal Advisor with the support of IFC/WBG												
Validate the skeleton of the National Trade Policy		Ministry officials and IFC WBG												
Draft National Trade Policy		Legal Advisor /Consultant /IFC WBG												
Validation work shop for National Trade Policy		Stakeholder consultation												

Translation of the Policy		Translator												
Submission of the Policy to the Cabinet for approval		Planning Department, Cabinet												
Dissemination of the Policy – Publish in the gazette		Communication Department												
Objectives	Outcomes	Lead	Potential Challenges	Indicators	Timelines									
					Start	End								
Economic Sector Coordination PPD Platform (16th, 17th and 18th)	<ul style="list-style-type: none">Accountability and information exchange between Public and Private sector on Somaliland's Economic SectorInformation sharing and exchange updates on economic sector reforms and create platform of dialogue between Public and Private sector stakeholders on a quarterly bases.	Planning Department		Holding of the ESCOM Meetings and development of post-meeting reports.	January 2020	October 2020								
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Review of the minutes of the previous ESCOM		Planning Department												
Coordinate with key stakeholders for the agreed minutes		Planning Department												
Organize Workshop for 16 th Economic Sector Coordination PPD Platform		Planning Dept, IFC /WBG												
Follow up of the agreed minutes of 16 th ESCOM		Planning Department												
Prepare 16 th ESCOM report		IFC/WBG												
Internal validation for the 16 th ESCOM report		Ministry officials												
Organize Workshop for 17 th Economic Sector Coordination PPD Platform		Planning Dept, IFC /WBG												
Follow up of the agreed minutes of 17th ESCOM		Planning Department												
Prepare 17th ESCOM report		IFC /WBG												
Internal validation for the 17th ESCOM report		Ministry officials												
Organize Workshop for 18th Economic Sector Coordination PPD Platform		Planning Dept, IFC /WBG												

Follow up of the agreed minutes of 18th ESCOM		Planning Department												
Prepare 18th ESCOM report		IFC /WBG												
Internal validation for the 17th ESCOM report		Ministry officials												
Objectives	Outcomes	Lead	Potential Challenges	Indicators	Timelines									
					Start				End					
Monitoring and Evaluation Framework for MSME Policy	<ul style="list-style-type: none">Strengthened monitoring framework for MSME Policy implementation	Planning Department			Draft of Monitoring and Evaluation Framework for MSME Policy Validation workshop for Monitoring and Evaluation framework of the Policy				January 2020		July 2020			
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Review of MSME Policy		IFC/WBG , TD and PD												
MSME Policy stakeholder analysis		IFC/WBG , TD and PD												
Formulate Monitoring and Evaluation framework for MSME Policy		MSME Advisory Panel with the support of IFC/ WBG												
Engagement forum on Monitoring and Evaluation framework on MSME Policy with Local and International Organizations active in MSME related Projects		MSME Advisory Panel												
MSME Policy implementation supervision		MSME Advisory Panel												
Produce annual report status of MSMEs Project Interventions		MSME Advisory Panel												
Objectives	Outcomes	Lead	Potential Challenges	Indicators	Timelines									
					Start				End					
MSMEs related Projects mapping	<ul style="list-style-type: none">Baseline data for MSMEs Project interventions	Planning Department			MSMEs projects mapping report in the Economic Sector				January 2020		December 2020			
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Design questionnaire and template through use of KOBOLLECT		PD and TD, supported by Ministry technical												

		Consultant											
Validate questionnaire and template		Ministry officials											
Coordinate with local and International NGOs through sending of the questionnaire link		PD											
MSMEs projects mapping report		Technical Consultant and PD											
Coordinate and establish effective relationship with IPs of MSME related projects		TD											
Objective	Outcome	Lead	Potential Challenges				Indicators				Timeline		
											Start	End	
Business Licensing Inspection Campaign	• Improved business registration and licensing	Trade Department					Number of Training workshop held for Business Licensing Inspectors Approval of the Business Licensing Act Business Licensing Survey report				January 2020	December 2020	
Activities		Person/Department involved	Activities Timeline (2020)										
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Training and educating of business licensing inspectors		TD and HR											
Business Licensing Campaigns		TD											
Business Licensing Survey report		TD											
Follow up of Approval of Licensing Act		Legal Unit											
Disseminate Licensing Act through gazette		TD											
Objective	Outcome	Lead	Potential Challenges				Indicators				Timeline		
											Start	End	
Automation of Online Business Registration and Licensing Procedure	• Improved business registration and licensing process • Improved starting Business indicator	ICT Department	Project delay				Inception report for the project is produced Database for online Automated Business Registration and Licensing is developed Online Automated Business Registration and Licensing project is launched				January 2020	December 2020	

Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Prepare RFP for ICT firm		IFC/ WBG												
Internal consultation and feedback of RFP		Ministry officials/ IFC WBG												
Selection of Local and International firm for the implementation of Automation of Business registration and Licensing		IFC/WBG												
Develop Inception report for the implementation of the project		Firm												
Implementation of OSS project		Firm												
Training for staff on use of OSS database		firm												
Launching of Automated Business Registration and Licensing Project		Minister												
Objective	Outcome	Lead	Potential Challenges				Indicators				Timeline			
											Start		End	
Business registration and Licensing Process Review	<ul style="list-style-type: none">Map the current framework and processes for regulatory procedures associated with business licensing at the MoTIT and at Hargeisa's municipality (for micro and informal businesses)	Planning Department					Draft report (25 pages) in English and Somali. A final report and a power-point presentation in English and Somali-				January 2020		September 2020	
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Develop Terms of Reference for firm		IFC/WBG												
Validation of the Terms of reference for Firm		Ministry Officials												
submission of RFP by short listed firms		IFC/WBG												
Selection of firm for the survey		IFC/WBG												
Inception report summarizing the survey approach and methodology		Firm												
Validation of Inception Report		IFC and MoTiT												
Implementation of the Survey		Firm												

Draft report (25 pages) in English and Somali	Firm												
Validation of the Preliminary Report	IFC/WBG and MOTIT												
A final report and a power-point presentation in English and Somali	FIRM												
Publish Report online	ICT Department / IFC WBG												

III. Tourism and Archaeological Development

Tourism and archaeological development is the basis for the promotion of Somaliland's cultural wealth. The number of tourists visiting the country has increased in the past years, which suggests that the promotion of tourist activities has improved, and positions it as one of the key priorities of the MoTIT's 2020 ASP. Different objectives have been planned within the tourism and archaeological development sector project (Table 3).

The tourism and archaeological development Project has 5 different sub-projects. The Abbassa and Laas Geel archaeological sites will be improved and protected during this year. In parallel, Biyo Kulul, Gacan Libah and Batalaale will be promoted as potential tourist destinations. Also, the MoTIT plans to increase the level of awareness of Somaliland's tourist destinations by developing a documentary film of such sites. Finally, digital marketing channels aimed at reaching a larger audience will be established and maintained.

Out of the 5 sub-projects, 4 will be internally funded and one will be funded by the European Union. Generally speaking, the progress will be evaluated in relation to the publication of project reports, as indicated in 'Indicators'. Other performance indicators will be the construction of the new infrastructure in the corresponding archaeological sites, the development of the documentary film and the establishment of the new digital marketing channels. An overall performance indicator will be the number of local and foreign tourists visiting Somaliland in 2020 and 2021. The main lead departments are the Tourism and the Archaeology departments. The ICT and HR departments will provide support in some of the 5 sub-projects.

By undertaking these sub-projects, the MoTIT will support the NDP II (2017-2021) in its aim to increase the contribution of tourism to Somaliland's economy to 10% of GDP by 2021. Also, cultural heritage is recognized as being of historical, social, and anthropological value and is considered as an enabler of sustainable development. As a result, it is included in the United Nations' Sustainable Development Goals (SDGs) 11 and 8. SDG 11.4 emphasizes the protection and safeguarding of heritage, and SDG Goal Target 8.9 aims to *devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products*.

Table 3. Tourism and archaeological development

Objective	Outcome	Lead	Potential Challenges	Indicators	Timeline									
					Start	End								
Protection for Abbassa archeological site and Biyo Kulul tourism destination	<ul style="list-style-type: none">Improved protection for Abbassa archaeological siteIncreased attraction for Biyo Kulul tourism destination	Archaeology and Protection Department		Construction of Security staff room at each Abbassa Archaeological site and Biyo Kulul Staffing for two security guards at each Abbasa and Biyo Kulul Construction of two toilets at each Abbasa and Biyo Kulul	January 2020	September 2020								
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Assessment visit for Abbasa Archaeological site		Archaeology Department												
Contract for local Construction firm through Somaliland Tender Board		STB												
Construct for Security staff room for Abbasa Archaeological site		Firm												
Construction for two toilets at Abbasa		Firm												
Construction of Berkat at Abbasa		Firm												
Staffing for two security guards at Abbasa		HR Department and Archaeology Department												
Assessment visit for Biyo Kulul Tourism site		Tourism Department												
Contract for local Construction firm through Somaliland Tender Board		STB												
Construct for Security staff room for Biyo Kulul		Firm												
Construction for two toilets at Biyo Kulul		Firm												
Staffing for two security guards at Biyo Kulul		HR Dept and Tourism Department												
Provide staff uniform dress for security staffs at Laasgeel, Biyo Kulu,Dhagah Kurre and Abasa		Archaeology Department												
Provide induction training on Tourist guidance to security staff at Laasgeel, Biyo Kulu, Dhagah Kurre and Abasa		Archaeology and HR												

Objective	Outcome	Lead	Potential Challenges	Indicators	Timeline									
					Start	End								
Laasgeel Protection stage II	<ul style="list-style-type: none">Improved protection mechanism for Laasgeel archaeological site	Department of Archeology		Laasgeel protective mechanism installed for cave paintings Laasgeel fencing stage II is completed Laasteel visitor room is constructed Nursery planting at Laasgeel is completed	March 2020	December 2020								
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Installation of protected mechanism for Laasgeel cave paintings		EU												
Laasgeel fencing stage II		EU												
Construction of visitor room (Cave painting instruction room)		EU												
Nursery planting at Laasgeel		Candlelight												
Objective	Outcome	Lead	Potential Challenges	Indicators	Timeline									
					Start	End								
Tourism Documentary Program	<ul style="list-style-type: none">Increased level of awareness of Somaliland's tourist sites.Video coverage of all tourist sites in Somaliland	Tourism Department		Number of quality Photos taken from Somaliland Tourism destinations. Production of catalogue book of Photos with Somaliland Tourism destinations. 30 Minutes Video Program covering all Somaliland Tourism destinations.	January 2020	June 2020								
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Signing of Terms of reference for Tourism Documentary Program with Implementing firm		Tourism Department												
Start of implementation of Tourism Documentary Program		Firm												
Submission of 900 photos with captions on Tourism sites		Firm												

Submission of Video Documentary Program in English		Firm											
Validation and confirmation of submissions are with quality standards		MOTIT											
Creation of a catalogue book of Photos with Somaliland Tourism destinations		Tourism Department											
Make publicly available for the Videos and Photos Book of Somaliland Tourism destinations		ICT Department											
Objective	Outcome	Lead	Potential Challenges	Indicators	Timeline								
					Start	End							
Gacan Libah and Batalaale Tourism friendly	<ul style="list-style-type: none">Increased attraction for Gacan Libah and Batalaale tourist destinations	Tourism Department		Two security staff rooms constructed at GacanLibah and Batalaal Two toilets constructed at each GacanLibah and Batalaal	March 2020	June 2020							
Activities		Person/Department involved	Activities Timeline (2020)										
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Assessment visit for Gacan Libah and Batalaale Tourism destination		Tourism Department											
Contract for local Construction firm through Somaliland Tender Board		Tourism Department											
Construction for Security staff rooms for Gacanlibah and Batalale		Firm											
Construction for two toilets at each GacanLibah and Batalaale		Firm											
Staffing for two security guards at each Gacan Libah and Batalaal		Firm											
Objective	Outcome	Lead	Potential Challenges	Indicators	Timeline								
					Start	End							
Digital marketing channels for Tourism	<ul style="list-style-type: none">Improved Tourism marketing activities	Tourism Department		Tourism Department Website developed Tourism Catalogue book published Tourism staff trained for improved marketing Number of T-shirt, Hats, Stickers and flags with the tourism Slogan and branding printed	March 2020	December 2020							
Activities		Person/Department	Activities Timeline (2020)										

	involved	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Develop Tourism Department Website	ICT Department and Tourism Department												
Create Youtube channel for Tourism programs	ICT Department												
Create Facebook page for Tourism updates	ICT Department												
Promotional T-shirt, Hats, Stickers and flags with the tourism Slogan and branding.	ICT Department and Tourism Department												
Yearly awards for Travel and Tourism Hotels.	Tourism Department												
Publish Tourism Catalogue books	Tourism Department												
Provide training module to Tourism staff for improved marketing	Tourism Department												

IV. Improving the gums and resins sector

Gums and Resins play a vital role in Somaliland's culture, society and economy. In what concerns the MoTIT, the focus is on the potential commercialisation of these products given the salient comparative advantage the country has on some gum types such as Ghatti and Salai, found in the Sanaag region's Daallo mountains. Gums and resins are currently exported through the Berbera Port but there is ample potential for increasing value addition while also improving the preservation of gums and resins trees.

The Project has 2 main sub-projects (Table 4). First, the MoTIT plans to develop an annual business survey, which will be the baseline for assessing the real economic potential of this sector. Second, the MoTIT will establish a Gums and Resins Association that will bring producers together, thus improving the governance of the sector and promoting the preservation of the trees.

Both projects will be internally funded. The two main performance indicators consist of publishing of the results of the baseline survey on the one hand, and establishing and starting operations of the Gums and Resins Association on the other hand. These sub-projects will start in March and end in June and November respectively. The successful achievement of such objectives requires to bring together the Gums and Resins Department (lead), the ICT department, and the Planning Department.

The link between the Gums and Resins Agenda and the NDP II (2017-2021) falls within the latter's objectives to improve preservation and output of forestry-related outcomes. Also, it relates to SDG 12: *Ensure sustainable consumption and production patterns*, which is also considered in the National Development Plan.

Table 4. Improving the gums and resins sector

Objective	Outcome	Lead	Potential Challenges	Indicators	Timeline									
					Start	End								
Gums and Resins Annual Business Survey	<ul style="list-style-type: none">Improved knowledge of the Gums and Resins sector.Mapping of opportunities and potential projects to foster the sector's development.	Gums and Resins Department	Transportation challenge Shortage of budget allocation	Gums and Resins Annual Business Survey produced and Published	March 2020	November 2020								
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Develop Concept note for the Survey		Gums and Resins Department and PD												
Design and Develop Questionnaire tool through use of KOBACOLLECT		Gums and Resins Department , PD and Consultant												
Provide training and instructions for the technical team conducting the Survey		Gums and Resins Department , PD and Consultant												
Implementation of Subnational Survey		Gums and Resins Department												
Produce Preliminary report for Gums and Resins Annual Business Survey		Gums and Resins Department , PD and Consultant												
Validation meeting for the Preliminary report		Stakeholders												
Final report Publication		ICT Department												
Objective	Outcome	Lead	Potential Challenges	Indicators	Timeline									
					Start	End								
Establishment of Gums and Resins Sector Association	<ul style="list-style-type: none">Improved governance of the Gums and Resins sector	Gums and Resins		Gums and Resins Sector Association established	March 2020	June 2020								
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Registration for Businesses involved in Gums and Resins Sector		Gums and Resins Department												
Establishment of Working Group for Gums and Resins		Gums and Resins Department												
Draft Terms of reference for the WG		Gums and Resins Department and												

	Planning Department													
Organize Workshop for the establishment of WG and validation of the ToR	Gums and Resins Department													
Establishment of Gums and Resins Sector Association	Gums and Resins Department and WG													
Coordination and support of the Association	Gums and Resins Department													

V. Improving Data Management Systems

Ensuring the Ministry has in place proper data management systems is a key priority in the 2020 MoTIT ASP. An improved management of the data the ministry has at disposal will facilitate the production and standardisation of statistics reports, which in turn will provide the Ministry with the much-needed evidence for policymaking. The current databases at disposal are: (i) business registration, (ii) business licensing, (iii) tourism, (iv) export and import, and (v) trade in gums and resins.

There are three main sub-projects under the Improving Data Management Systems Project. First, to improve all stages of the data process, from data collection to analysis and reporting. Second, and based on the former, to standardise the development of semi-annual and annual statistics reports. Third, to initiate one more database by collecting comprehensive data on fuel importation.

All sub-projects will be internally funded. The performance indicator for the first and third projects will consist of developing progress reports as progress is made in the improvement of each database. The second project will be evaluated against the successful publication of semi-annual and annual statistics reports on the MoTIT website, as well as an internal manual that will seek to establish the main guidelines to develop these reports. The sub-projects will be carried out throughout the year and will require the coordination of the Planning, Regions, and ICT departments, while collaboration from internal economic consultants and the Berbera Oil Terminal will also be required.

The improvement of data management systems and the subsequent publication of new data analysis is key and underpins many of the NDP II (2017-2021) objectives since it provides with the necessary data requirements to implement and monitor the achievement of particular goals. A similar relationship is held with the SDGs, since new and better sources of data can contribute to a better measurement of the progress made on certain objectives.

Table 5. Improving data management systems

Objective	Outcome	Lead	Potential Challenges	Indicators	Timeline									
					Start	End								
Systematise the use of the MoTIT data through the improvement of each stage of Data Management Systems.	<ul style="list-style-type: none">Developed Databases for each area (tourism, export/import, licenses, etc.)Improved efficiency (resources needed) of data management and analysis.	ICT Department	Lack of coordination between Departments Extra time needed for training in Excel.	Databases		February 2020	November 2020							
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Automate the entry of B.Licenses Data.		ICT, Trade, PD.												
Create standardised template for export/import data collection		Regions D. PD.												
Develop statistical software for the entry of Export/Import data, expand to also account for data management and analysis if possible		ICT, PD												
Develop the Fuel Import data template		PD, BOT, Consultant												
Clean the Tourism data and create the Database.		Tourism, PD												
Hold trainings that will improve data analysis and writing skills of the PD, Statistics Division staff		PD, Eco. Consultant												
Objective	Outcome	Lead	Potential Challenges	Indicators	Timeline									
					Start	End								
Develop high-standard semi-annual and annual statistics reports and automate the process for coming years.	<ul style="list-style-type: none">Improved efficiency (resources needed) of the development of statistics reportsImprove the staff's skillsGenerate statistical analyses that will support the development of economic policies	Planning and Regions Departments	Extra time needed for training in data analysis and report writing.	Development of semi-annual MoTIT Statistics Reports Development of annual MoTIT Statistics Reports		May 2020	December 2020							
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Preparation of the structure and template of the semi-annual statistics reports		PD,RD and Economic Consultant												
Development of the semi-annual MoTIT Statistics Report		PD, RD and Economic Consultant												

Review of the semi-annual MoTIT Statistics Report and update the template		PD,RD and Economic Consultant												
Publish report and disseminate through Ministry’s website		ICT												
Development of the annual MoTIT Statistics Report (to be continued in January 2021)		PD,RD and Economic Consultant												
Produce brief monthly report on fuel (import) data		BOT , PD												
Objective	Outcome	Lead	Potential Challenges	Indicators			Timeline							
							Start	End						
Fuel Importation and Pricing Distribution Value Chain Analysis	• Access to better information and price analysis regarding fuel's value chain	BOT	Extra time needed for training in data analysis and report writing.	Fuel Importation and Pricing Distribution Value Chain Analysis is produced			May 2020	December 2020						
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Develop Questionnaire tool for the Survey		BOT and PD and Econ. Consultant												
Provide induction and Training for the team conducting the survey		BOT, PD												
Context and Pricing analysis for the fuel importation		PD, BOT and Econ. Consultant												
Implement research on fuel pricing Distribution at FSS		Technical Team												
Produce preliminary report for Fuel Importation and Pricing Distribution Value Chain Analysis		BOT and PD												
Validation of the report		Ministry officials												
Final report - Fuel Importation and Pricing Distribution Value Chain Analysis		BOT, PD and Econo. Consultant												
Publish report		ICT Department												

4.2.2. Cross-cutting Objectives

I. Human Resources

Given the importance of human resource departments in Somaliland governmental bodies, the Human Resource Department of the MoTIT is the backbone of the ministry's work under the 2020 ASP. Its main task is to enhance the performance of workers in terms of the structures, policies, regulations, guidelines and strategies that they work on in their different departments. In order to achieve these tasks, the HR department has vital schemes framed within sub-projects and outlined in the present Ministry's Annual Strategic Plan 2020 (Table 6).

For their plan, the HR agenda contains three sub-projects. First, support the development of departmental and individual job descriptions, which will improve the tools of monitoring and evaluating both, departments' and employees' performance. In addition, the MoTIT aims to improve the ministry's capacity through employee capacity building efforts, so as to improve staff members' capabilities, performances, efficiency and effectiveness. Along with this, the HR department will work throughout this year on the implementation of the 16 Civil Service Policies for Somaliland government ministries' HR departments. These policies aim to formalise employees' working status and define their rights.

The three projects will be internally funded. Furthermore, sub-projects will be starting within the first two months of the year and end in November and December 2020. On the other hand, the monitoring of these sub-projects' implementation will be based on qualitative indicators, such as the development of each Department's job descriptions, brief evaluation reports, workers' satisfaction, and giving performance awards to employees. Finally, the leading department of these projects is the Human Resource Department and most of the tasks fall under its responsibility.

To reach the maximum outcome of the MoTIT's 2020 ASP, the Human Resource agenda follows the Somaliland National Development plan II (2017-2021). In particular, the objectives related to this Cross-Cutting Theme are closely related to *Goal 3: By 2021, strengthen and enforce the policy, legal and institutional framework for protecting labour rights, promoting entrepreneurship, safe and secure working environment for all workers and eliminating child labour*. In addition to this, the HR agenda is closely linked to the Sustainable Development Goals, especially *SDG 8: Decent Work and Economic Growth*.

Table 6. Human Resources

Table 6. Human Resources

Objective	Outcome	Lead	Potential Challenges	Indicators	Timeline									
					Start	End								
Develop departmental and individual job descriptions	<ul style="list-style-type: none">Improved monitoring, evaluation and accountability of the department's performanceImproved monitoring, evaluation and accountability of departments' employeesFacilitation of recruitment processes through better understanding of each position's role	HR Department	Lack of coordination from departments	Department's Job Descriptions developed. Awards to employees given	February 2020	November 2020								
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Review the current state of each Department Job Description and produce 1-pager summary report.		HR												
Send inputs to departments and demand for the development of departmental ToR and individual job descriptions		HR, all Departments												
Review Departments' inputs and update as needed		HR, all Departments												
Use the Departments' Job Descriptions to evaluate the performance of staff members on a monthly basis..		HR												
Establish and give annual employees awards based on employees' performance		HR												
Objective	Outcome	Lead	Potential Challenges	Indicators	Timeline									
					Start	End								
Improve the Ministry capacity through employee capacity building efforts	<ul style="list-style-type: none">Improved efficiency and effectiveness of the Ministry's workBoosted employee motivation and clearer definition of their career paths and opportunities for promotion.	HR Department	Lack of coordination from departments	Trainings delivered Brief evaluation report developed	January 2020	December 2020								
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Evaluate the staff needs of each Department and produce training needs assessment reports.		HR												
Plan and run targeted training courses with high impact potential		HR												
Evaluate the training courses and suggest potential improvements, to implement in 2021 trainings. Develop a brief evaluation report.		HR												

Objective	Outcome	Lead	Potential Challenges	Indicators	Timeline									
					Start	End								
Implementation the 16 Civil Service Policies for the HR Ministries' Departments	<ul style="list-style-type: none">Formalisation of the employees working status at the MinistryBetter description workers' rights and enjoyment of better working conditions	HR Department	Lack of coordination from departments	Increased satisfaction of workers' due to better understanding of their rights and duties. Increased satisfaction at the managerial level due to improved workers' and organisational efficiency.		February 2020	December 2020							
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Review of the 16 Civil Service Policies and prioritise its enforcement depending on feasibility, impact, and resources.		HR												
Share the review with the Departments through awareness-raising sessions/workshops/trainings on the 16 Civil Service Policies and their implementation at the MoTIT.		HR, all Departments												
Implementation of the 16 Civil Service Policies.		HR												

II. Information and Communication Technologies

The ICT Department of the MoTIT is responsible for the information and communication technology services of the Ministry. The Department facilitates the technical support services for all of departments of the ministry, and helps improve the coordination among them. Currently, efforts are being made to improve the performance of public relations networks such as websites and social media. Therefore, in order to achieve these goals, the ICT Department has developed two important sub-projects in its agenda for the MoTIT's 2020 ASP.

The first sub-project is to 'Maintain and improve communication strategies to reach out and inform external organizations', which focuses on strengthening the communication and information between the MoTIT, the Somaliland people, and external organizations, all of whom benefit from the Ministry's provision of e-service, websites and other networks related to the Ministry's information. Furthermore, this project aims to provide diversified media content, including news and reports. Moreover, through the second sub-project, the MoTIT plans to 'set the standard for external and internal formal communications'. The main purpose of this project is to keep both of external and internal players informed about the activities of the MoTIT.

These sub-projects will be internally funded. Both sub-projects will start in February 2020 and end in December 2020 (Table 7). The first project indicator is the development and frequent update of the MoTIT website¹¹, the second indicator is the development of a common email address for the MoTIT employees and the establishment of an internal phone call service. The lead department is the ICT Department.

The Information Communication Technology Department Agenda is closely linked to the objectives of the National Development plan II (2017-2021), especially with regard to the Infrastructure Sector. For instance, *Goal 8: By 2021, the government of Somaliland will increase universal and affordable access to relevant information and communication technology.* In addition, this agenda is based on the Sustainable Development Goals, and in particular *SDG Target 9.c: helping to build resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovation.*

¹¹ The MoTIT's website has already been launched and can be found at: www.slmotit.com

Table 7. Information and Communication Technologies

Objective	Outcome	Lead	Potential Challenges	Indicators	Timeline									
					Start	End								
Maintain and improve communication strategies to reach out and inform external organisations. This includes: <ul style="list-style-type: none">- MoTIT Website- Social Media channels	<ul style="list-style-type: none">• Improved outreach capacity• Keep external players properly informed and updated about the activities of the MoTIT	ICT		Ministry's website developed and frequently updated.	February 2020	December 2020								
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Develop a preliminary re-designed version of the MoTIT Website.		ICT												
Receive inputs and develop a final version of the website.		ICT, all Departments												
Present and launch the new website.		ICT, all Departments												
Keep the social media channels updated and implement the improvements planned, including potential opening of new channels (YouTube) and the establishment of information-providing call centre based at the MoTIT.		ICT												
Develop and update the Photo Library. Coordinate with the work on Social Media.		ICT												
Objective	Outcome	Lead	Potential Challenges	Indicators	Timeline									
					Start	End								
Set the standard for external and internal formal communications. External refers to formal letters to other private and public organisations. Internal means communication amongst the MoTIT Departments and employees.	<ul style="list-style-type: none">• Improved quality of formal communications	ICT		An internal phone call service, available at each departments' office. Common email address for the MoTIT employees is developed.	February 2020	December 2020								
Activities		Person/Department involved	Activities Timeline (2020)											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Review the current state of internal and external communications		ICT												
Internal communications: install an internal phone call service, available at each departments' office. Develop a common email address for the MoTIT employees (eg. xxx@slmotit.com).		ICT												
External communications: establish protocols and templates to professionally and formally communicate with external agencies.		ICT												

5. Implementation framework

The leading departments of each Project will be responsible for the implementation of all Project's activities. In order to ensure an effective implementation of the Plan, Departmental Directors need to come up with the necessary work division among their Department's staff. This will frame each employee's job description within the Plan.

Furthermore, the Departmental Directors will closely coordinate with the other Departments and Ministry consultants in those activities that need cooperation with and assistance from other Departments and Consultants. When encountered with major implementation challenges, the departments involved will inform the Director General, who will provide the required guidance and clarification.

6. Monitoring and evaluation framework

The Planning and Development Department and the Internal Audit Unit will be responsible for the monitoring and evaluation of the Annual Strategic Plan. The Monitoring and Evaluation Framework will take place in the following way:

- The Department of Planning will coordinate on a monthly basis with the Departments in order to collect the progress achieved against the Strategic Plan.
- The Department of Planning will consolidate the Progress achieved on a monthly basis in coordination with the MoTIT Departments.
- The consolidated monthly Progress report will be shared with the Internal Audit for reviewing and cross checking against the ASP 2020.
- The internal Audit will collaborate with all Departments and address any inconsistency happened during the course of that month.
- The Internal Audit will develop a Monitoring and Evaluation Framework Template, which will be filled in accordance with the progress achieved. The template will show any changes that happened during the course of that month.
- A MoTIT Monthly Progress Report will be produced by the Internal Audit.
- The validated Monthly Progress Report will be officially uploaded to the Ministry's website

7. Concluding remarks

The Ministry of Trade, Industry and Tourism has a clear mandate to promote Somaliland's Economic Sector. In pursuing this mandate, it is of utmost importance that the Ministry improves its work efficiency and effectiveness. Organisational capabilities are key to an institution's performance and the development of the present Plan responds to the need to improve the inter-departmental coordination within the Ministry, while defining Ministry-wide priorities.

The Plan takes into account the progress made in 2019, which focused on the issuance of important policy guidelines such as the Micro, Small and Medium Enterprise (MSME) Policy, the improvement in the management of business registration data, and the promotion of tourism through upscaling the infrastructure of certain archaeological sites, among others. Also relevant has been the identification of the main hurdles that challenge the Ministry's performance. In addition to the former two, the Plan has considered the objectives set in the Somaliland National Development Plan II (2017-2021), as well as the Sustainable Development Goals.

Against this background, the ASP has been structured around 5 Projects and 2 Cross-cutting Objectives. In total, the 5 Projects are a combination of 29 different sub-projects, while another 5 sub-projects fall within the 2 Cross-cutting Objectives. The MoTIT has defined, for each sub-project, its timeline, leading department(s), performance indicators, expected outcomes and potential challenges.

One of the main advantages of using an Annual Strategic Plan is that it facilitates monitoring and evaluation efforts. Within this context, the present report details the monitoring guidelines that will be used in order to supervise the work done under the Plan, highlighting the use of performance reviews that follow a standardised template and are filled in on a monthly basis. In addition to these, this report briefly defined the implementation guidelines. The lead departments will be responsible for the implementation of most tasks within each sub-project, and overall supervision and support will be provided by the Director General.

In sum, the present Plan effectively responds to the need to enhance the efficiency and organisational capabilities of the Ministry and, by taking into account the recent progress, challenges, and national and international goals, it organises the work under 5 Ministry-wide Projects and 2 Cross-cutting Objectives. In addition to these, the establishment of formal implementation and monitoring guidelines will help upscale efforts in supporting the MoTIT as the Economic Sector's leading Ministry.

ANNEX

MOTIT ASP 2020 Consultative meeting (15 March 2020)

