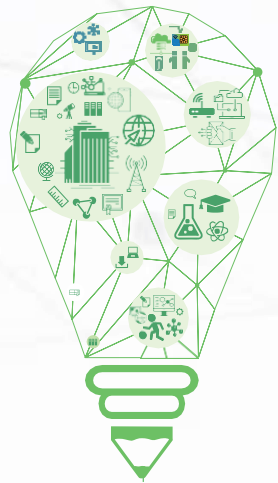




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1. Executive Summary

The President of Somaliland's reform Agenda has served as a catalyst for change throughout the Somaliland Republic. The President believes that "government needs to reform its operations – how it goes about its business and how it treats the people it serves." To date, many Somaliland government institutions and agencies have more often used information technology (IT) to automate pre-existing processes rather than to create new, more efficient solutions. They and their vendors have evaluated ICT systems according to how well they serve the agency's needs – instead of focusing on the needs of the citizen National security.

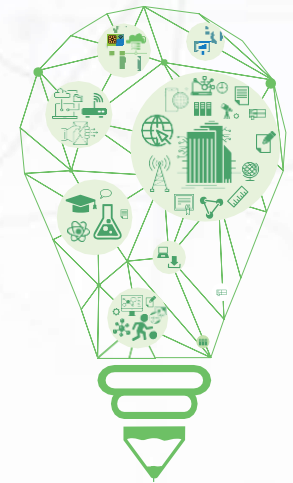
The Ministry's mission and priorities strongly support the National development plan II, which describes maintaining the human rights of every citizen through good

MICT has designed a unique ICT Strategic Plan initiative that will facilitate the process of institutions and government agencies' business transformation to better serve to the Stakeholders.

– This initiative will reduce redundancies of effort, provide cost savings through streamlining activities, and guide government organizational realignments to maximize efficiencies. The initiatives address the 14 critical areas for and they have made redundant investments to preserve unnecessary bureaucratic chains of command that lost their purpose years ago.

– ICT Strategic Plant is designed to use digital technologies to transform the way that State works to improve services to its Stakeholders citizens, businesses, other government agencies, and its internal components

The Ministry of Information and Communication Technology (MICT) is committed to bringing upfront a concrete plan of action for implementing and expanding ICT Strategic Plan initiatives to ensure and secure more excellent services at lower costs and to meet the public demand for e-government. Following continues assessments and studies by the MICT on government institution's use of ICT infrastructure and implementation of different ICT projects by government institutions, MICT recognized an opportunity for ICT Strategic Plan transformation. It realized that the Ministry could more prudently introduce and manage in its capacity all government institution's ICT projects and systems to increase efficiency, improve resource management, simplify processes, and unify information flow across the Government's services.



2. Strategic Goals

The fourteen strategic goals are listed here by

1. Strategic Goal Developing and Implementing ICT Regulatory Framework
2. Strategic Goal Improving ICT Infrastructure
3. Strategic Goal: Managing ICT Scarce Resources
4. Strategic Goal: Ensuring Universal Access
5. Strategic Goal: ICT Equipment Type Approval and Standardization
6. Strategic Goal: ICT Literacy
7. Strategic Goal: Digital Transformation
8. Strategic Goal: ICT enabled education.
9. Strategic Goal: ICT for Women and People with (PWD)
10. Strategic Goal: Implementing E-Government
11. Strategic Goal: Developing National Data Center and e-Government systems
12. Strategic Goal: Innovation and entrepreneurship
13. Strategic Goal: ICT Research
14. Strategic Goal: Providing Postal Services

Government reform through the use of ICT Strategic Plan as outlined above: MICT is excited to be the leading and supporting partner on several projects under the ICT government initiative, ICT Strategic Projects that are designed in this initiative will be delivered across Somaliland Government's institutions and agencies to significantly improve productivity and generate performance gains. As we move forward in developing electronic government activities across GoSL's institutions and agencies, MICT welcomes any input to our progress in better-delivering services.

Technology is a critical tool in the deployment of the government's ICT Strategic Plan initiatives, but it is only worthwhile if it meets the unwavering commitment of the leadership with allocating necessary resources. On the other hand, if not well conceived and implemented, ICT Strategic Plan initiatives can waste resources, fail in their promise to deliver useful services and thus increase public frustration with government.

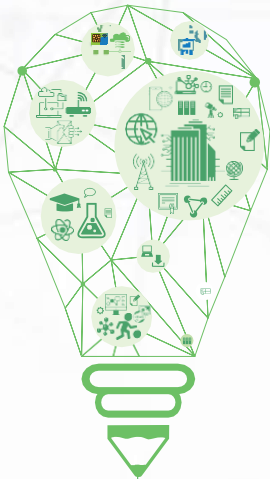
Particularly in the developing world, where resources are scarce, ICT Strategic Plan must target areas with high chances for success and produce "winners."

2.1.1.1 Introduction.

The Strategic Plan provides the strategic framework for MICT AND Somalia and ICT As well seeks to provide all stakeholders across all levels of government, private sector, civil society and the public with a clear roadmap to drive economic, social, cultural and political transformation through effective use of ICTs.

ICT has a critical role in enabling socio-economic development with positive impacts on job creation, delivery of health care, education and research, and civic participation Including the areas of education, health, finance, Gender empowerment and social transformation, employment and social development.

The Strategy therefore aims to address MICT infrastructure and other ecosystem gaps through the use of several policy instruments and actions that make use of this plans, It is expected to provide the required ICT Framework and integrated support that will contribute to building a cohesive and economically independent society.



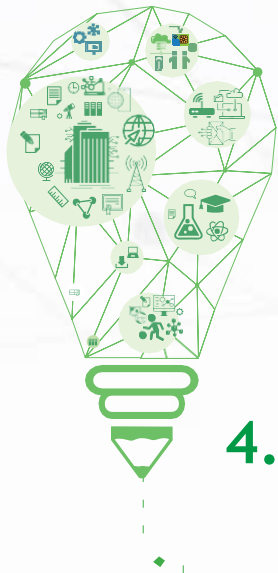
3. Key Policy Focus Areas

Goals

- 1. Developing and implementing ICT regulatory Framework
- 2. Improving ICT infrastructure
- 3. Managing ICT Scarce resources
- 4. Ensuring Universal Access
- 5. ICT equipment type approval and standardization
- 6. ICT Literacy

Goals

- 7. Digital transformation
- 8. ICT enabled education
- 9. Implementing E-Government
- 10. ICT for women and people with disabilities
- 11. Providing postal services
- 12. Innovation and entrepreneurship
- 13. ICT research
- 14. Developing National Data center and government systems



4. Alignment of ICT Policy with National Regional & Global Commitment

This plan is also alignment with **the Somaliland national vision 2030** as its pillar 2 second most Curial forpillar 1 realization which is **the economic Development** as indicated in vision 2030 and saying:

"It is envisaged that Somaliland will become a nation with a sophisticated telecommunication system by 2030. A good communication network is essential for the development of a modern economy, e-government and e-learning, which are required if Somaliland is to transform itself to a middle-income country by 2030. The private sector has done very well in developing a world class competitive mobile system. But the internet is slow, expensive and its coverage is limited. To overcome this problem, the government is determined to connecting the nation to the international fiber optic highway and ensuring its access to every home, business, school, and government department".

In SL NDP11 executive summery "By 2021, the Government of Somaliland will have increased funding into scientific research on technological advancement within the Somaliland context by 10%"

In terms of education Also in NDP 11 we have that by 2021, 70% of University graduates will have minimum IT literacy skill sets also it mentions that by 2021, 70% of Teacher Vocational Education Training TVET (graduates have minimum IT literacy skill sets

In NDP11 Again by 2021; USD 3 million will be secured and distributed into science, technology, engineering and mathematics international scholarships for post graduate students.

By 2021, the Government of Somaliland will increase universal and affordable access to relevant information and communications technology by 15%

This Policy will be used as a reference for the ICT components to help guide its development, and to

be in alignment with. In this respect the Policy aims to support the country's long-term vision for socio-economic development and the 2030 Sustainable Development Goals (SDGs), including economic transformation, national cohesion, human development, public governance and security, and cross cutting issues (e.g., gender equality and persons with disabilities). Globally, there is a target in SDG 9c of universal and affordable access across the world's Least Developed Countries (LDCs) by 2020. Concerted action will be required to achieve this in Somaliland and to ensure that access to ICTs can be the engine of development that is expected across all SDGs.

Many national and regional agreements and commitments are aligned to this global vision of universal and affordable access to all, including those among East African countries and at the African Union level.

The goals set by the UN Broadband Commission provide more detailed targets:

1. By 2025, all countries should have a funded national broadband plan or strategy, or include broadband in their universal access and services definition.
2. By 2025, entry-level broadband services should be made affordable in developing countries, at less than 2% of monthly gross national income per capita.
3. By 2025 Broadband-Internet user penetration should reach:
 - a.) 75% worldwide
 - b.) 65% in developing countries
 - c.) 35% in LDCs
4. By 2025, 60% of youth and adults should have achieved at least a minimum level of proficiency in sustainable digital skills.
5. By 2025, 40% of the world's population should be using digital financial services.
6. By 2025, lack of connectedness of Micro-, Small- and Medium-sized Enterprises should be reduced by 50%, by sector.
7. By 2025, gender equality should be achieved across all targets It is recognized there are many key issues that need to be addressed to achieve an optimal ICT ecosystem able to foster progress towards the SDG connectivity targets, and other commitments.

For example, limited digital literacy levels, lack of local content, security issues, gender inequalities and the absence of affordable energy supply are all significant barriers that need to be dealt with. This Policy also acknowledges the need to take into account fast moving technology developments in the ICT space, such as the emerging areas of the Internet of Things (IoT), Artificial Intelligence, Robotics, and Machine to Machine (M2M) services, Net Neutrality, Big Data, Block chain Technologies and Crypto currencies. As these evolve the Strategy will need to be reviewed and adjusted accordingly.

5. Vison and Mission



Vision:

to be loba ly Di I know ge-bas
no .

Mission:

Is t cil e acce or All to fr and
vices al er cou throu e of
ba ls and rof lism.

6. MICT Core Values:



1. Professionalism:

- The organization will strive to operate at **the highest level of professionalism** in all business dealings at all times.
- **Professionalism** is a valued quality that comprises friendly, polite and business-like characteristics. It drives a person's appearance, personality and professional interactions, providing others with a lasting first impression.
- Officials must demonstrate professionalism by adhering to courtesy, honesty and responsibility when dealing with clients and portraying the organizational image and integrity.
- Officials must demonstrate a level of excellence that goes beyond our normal work and official requirements.



2. Diversity

- Officials understand that **each person is unique**, recognizing and respecting **their individual differences**. This can include race, ethnicity, gender, age, religious beliefs, socio-economic status or other ideologies.
- The MICT will promote a safe, positive and nurturing environment for everyone.
- Officials understand each other, beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual. Therefore, officials must embrace the variety of people within the MICT; be able to respond to the diverse public; and harness the diversity of employees by giving people the freedom to express themselves – thereby contributing towards democracy and equality.



3. Openness and Transparency

- The organization **is open in all its communication** and accountable and responsible for its actions.
- The MICT values transparency and being straightforward and genuine in all its dealings with people.
- Officials provide colleagues and clients **access to accurate, relevant and timeous information**.
- The MICT recognizes that transparency and accountability are essential to good governance.



4. Innovation

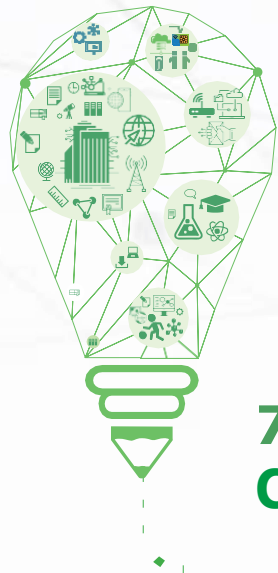
- The organization strives for **the receptivity of new ideas**, thinking and approaches that are flexible and solutions that are different and officials have the ability to think beyond the norm.
- Officials often attend to problems and issues that others are unable or unwilling to address on their own.



5. Honesty and integrity

- Officials exercise **honesty in all their business dealings** and strive to protect the integrity of the organization. Officials commit to the actions they take to achieve the best possible outcomes for their clients.
- The MICT strives for equity, fairness and **good ethics** in decision-making and in the treatment of one another.
- The MICT **honors its commitments** with honesty and integrity to build a foundation for trust. Efficiency and effectiveness. Patriotism.





7. Mandate of Ministry of Information Communication Technology.

The mandate of the Ministry is as derived from the Executive Order No. 01 / 2018. 01/2018 The Somaliland Ministry of ICT mandated to carry out responsibility for implementing a system to effectively monitor the country's communications, with transparency and accountability. In order to carry out the general responsibility set out in this official Gazette Legislation No.,01 / 2018. 01/2018 Article 18: Ministry of Communication and Technology is set to have the following capabilities and functions:

- i. Establish and formulate policies and strategies that govern the communication and technology of the country and safeguard the rights and freedoms of citizens.
- ii. To prepare for the administration's operation and oversight of the communication plan of the country.
- iii. Participate in and promote policies related to technological advancement and communication.
- iv. Establishing the costs of the various fees charged by telecommunications companies operating in the country, and ensuring that these services are collected in collaboration with the relevant government agencies.
- v. Supervise the country's telecommunications companies and regulate the prices of telecommunications services.
- vi. To increase the revenue and dividends imposed on companies.
- vii. To develop knowledge of communication and technology in the country in collaboration With the Ministry of Education and Science. Manage the country's waves and generate a country code.

- viii. To issue licenses for telecommunications companies operating in the country and renew Licenses.
- ix. To Administer the communication between government and private communication. Establish a public communication site and register their addresses to promote communication and transparency with government agencies;
- x. To work towards the interconnection of Private Telecommunication Train various government agencies on the use and use of modern communication and technology systems; Promote the general policy of communication and information technology in Somaliland.
- xi. To Protect government data stored in technology, such as computers, etc.
- xii. To Conduct research on telecommunications and technology to enable the country to align with the world.
- xiii. To monitor and monitor the implementation and implementation of telecommunication Laws, policies and communication plans in the country. to mediate and limit the abuse of the waves;
- xiv. The Ministry shall represent the Government in all matters relating to communication and technology. Perform all other duties and responsibilities assigned by the laws of the country.

SWOT Analysis:



1. Strengths

- Regulations
- Leadership Commitment
- Competitive market
- Strategic location



2. Weaknesses

- Inadequate skilled human resource.
- Weak of Implementation of regulations.
- Inadequate prepare tools and equipment's.
- Inadequate Funding.
- Inadequate and Poor ICT infrastructure.
- Lack of sharing infrastructure.
- Lack of interoperability Government systems.
- Poor of postal infrastructure.
- Low international linkage of postal service



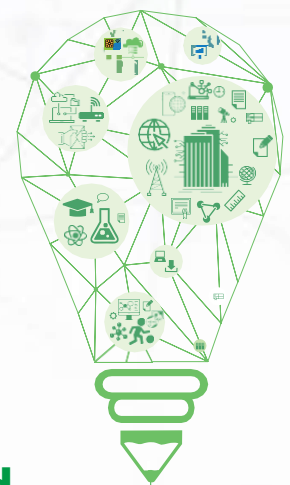
3. Opportunities

- Liberation of market
- Potential Foreign Investment on ICT sector
- Existence of fiber optic networks for broadband connectivity
- Competitive private sector
- Potential Youths Graduate from Universities.
- Adaptation of ICT in Government and private sector.
- Existence of government support.



4. Threats

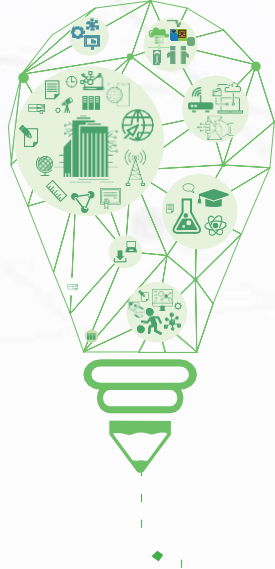
- Cyber crime
- Domination of Foreign investors
- Inadequate energy.
- Low awareness of ICT Usage.
- low taxation in the ICT Sector
- Lack of compliance with the government regulations.
- Lack of National preparedness for Natural and manmade Disasters
- Political changes
- Lack of standardization in ICT Infrastructure
- Lack of National Postal addressing system



8. Situational analysis of Somaliland History of Somaliland.

In 1897, Somaliland became a British protectorate (Spears 2010:121; Farley 2010:779; Bradbury 2008:26) and on 26 June 1960 British Somaliland got its independence¹ (Jhazbhay2009; Hansen and Bradbury 2007: 463). Four days later, it joined Italian Somaliland upon the latter's independence on 1 July of the same year to form the Republic of Somalia (Farley2010; Bradbury 2008; Hansen and Bradbury 2007). British Somali landers pressed hard for the consummation of the union while the Italian Somali landers wanted to proceed cautiously. Legislators from Italian Somaliland preferred to delay the union in order to settle pending issues. Apparently, British Somali landers perceived postponement of the union could be to their disadvantage and pushed to accelerate it. 'I noted with alarm that the people of Somaliland had forced the union upon the South so precipitously that they alone had to pay the price by accepting a southern constitution, southern flag, southern capital and a southern Head of State – who also appointed a southern Prime Minister,' wrote Jama Mohamed Ghalib (cited in Spears 2010:129). In addition to the post of president, heavyweight ministerial posts were allotted to the Italian Somali landers. British Somaliland held 33 seats in the 123-seat National Assembly (Spears 2010:129–30; SCPD 1999:14). This inequality eventually gave rise to a sense of loss and disaffection among Somali landers (Bradbury 2008).

After Collapse of Somali State and fall down of Dictatorship Ragin of siyad bare in 1991 by the Hands of SNM Forces in the North and SCS in the south, Somaliland people come to gather in burco, second Largest Somaliland Cities in May 1991, to decide their Future as long as the Federal State been Dissolved and Failed in which all the Somaliland protectorate Communities and Clans as well as its intellectual and Traditional leaders come to the decision of independence from Somalia and re-arranging their lost statehood, in that meeting they selected their President and referendum of Somaliland declaration by which 99% voted for Independence in that referendum and agreed on the new constitution.



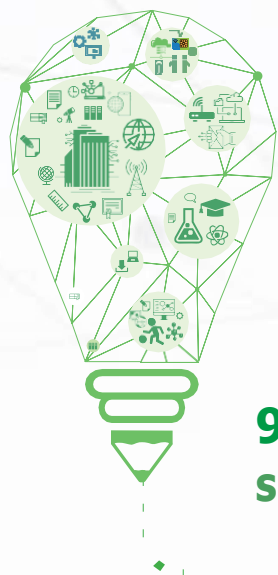
Mandate of Ministry of information and communication technology

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3. Establishing the costs of the various fees charged by telecommunications companies operating in the country, and ensuring that these services are collected in collaboration with the relevant government agencies.
4. Supervise the country's telecommunications companies and regulate the prices of telecommunications services. To increase the revenue and dividends imposed on companies.
5. Develop knowledge of communication and technology in the country in collaboration
6. With the Ministry of Education and Science. Manage the country's waves and generate a country code.
7. Issue licenses for telecommunications companies operating in the country and renew

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8. Administer the communication between government and private communication.
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10. Communication and transparency with government agencies;
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12. Train various government agencies on the use and use of modern communication and technology systems; Promote the general policy of communication and information technology in Somaliland.
13. Protect government data stored in technology, such as computers, etc.
14. Conduct research on telecommunications and technology to enable the country to align with the world.
15. To monitor the implementation of telecommunication Laws, policies and communication plans in the country.
16. The Ministry shall represent the Government in all matters relating to communication and technology. Perform all other duties and responsibilities assigned by the laws of the country.



9 Somaliland Telecommunication situation in analysis

Telecommunications in Somaliland is one of the most dynamic and innovative industry sectors in Somaliland, with very competitive open Market, there are four MNOs operating in Somaliland. Mobile penetration is 45% and fierce competition has led MNOs to offer some of the world's cheapest mobile rates.

The telecommunications industry is investing heavily in this region to improve connectivity; 3G and 4G has already been rolled out in Most regions and the port city of Barbara is being connected to the Eastern Africa Submarine Cable System.

- Telephone coverage is approx. 95% of the country
- International calls made from Somaliland are some of the cheapest in Africa
- 3 major Telecom companies: Telesom, Somtel and Sociable
- Somaliland is amongst the most active mobile money markets in the world
- 26% of telephone subscribers use mobile money to pay bills – the highest use in the world

9.1 ICT in Somaliland:

Shortage of human resource prevails in the ICT area. Although this is a well-known fact, of that it not yet defined a clear policy on ICT related human resource Skills and development. For instance, ICT related education is not given the same degree of importance given to other education syllabus such as Art Studies and Business. Hence, it is feared that even the existing ICT education programs, especially those in higher education institutions, may be abandoned altogether.

A glaring example that justifies the foregoing fear is that the ICT Institutions will find it difficult obtain the necessary fund and consideration.

9.2 Integrated National ICT development strategy

At the national level, one major constraint preventing accelerated growth may be attributed to the lack of an integrated national ICT development strategy. As a result, each organization implementing computerization is required to find its own solutions.

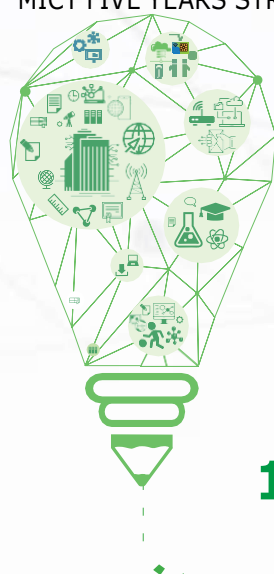
For example, almost every organization, government or private, needs to computerize its payroll, stock management, management information system. Likewise, they need software to use script in computers. Those organizations with dispersed offices also need to use ICT for information exchange between their offices. In these endeavors, there is virtually no exchange of experience resulting in unnecessary duplication of efforts and waste of resource for solution of that the President issued Presidential decreta on National ICT equipment and other related components should be approved by the Mandated Ministry of MICT and that could give solution to lack of waste of resources.

Lack of policies exists relating to ICT which has evidently proved non conducive for development of ICT in our Somaliland. As a result, our Country is not getting the benefits and opportunities that these technologies can offer. Therefore, the government should immediate Intervene and major changes with regard to ICT and produced ICT Policy.

9.3 Postal service in Somaliland

Somaliland has launched and reopened postal services in 2018 and started with nearly major state Ministries as its first Launch with only two Mini Buses and around 15 staffs. On March 2019 the MICT made First efforts to launch the International postal services, that will be channeled through the Djibouti Postal Agency (la Posta De Djibouti) an agreement been signed Between the Two ministries of Telecommunication and technology of Djibouti and Somaliland in March 2019. The first 4 Delivery been Dispatched by MICT Postal Department received from Djibouti Airline from LA Posta Djibouti also Djibouti post agreed to represent Republic of Somaliland all the regional and international conference which Somaliland cannot attend due to lack of recognition or presentation challenge.

The Postal Services department launching in the first time the P.o Boxes Services for the state Agencies as well for business companies as the second phase of postal operation ,while in the third phase it will start both regional delivery and p.o box distributions



10 Challenges Facing Somaliland Postal Sector.

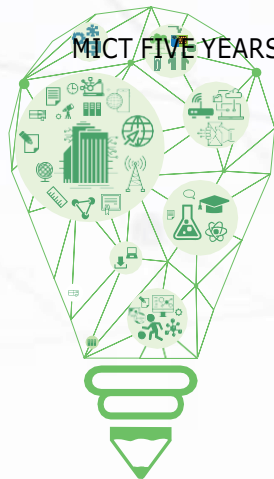
The Challenges facing the postal serves in Somaliland including but not limited to

1. Street addressing not implemented.
2. Low skilled staff or experience professionals in the postal system after collapse of Bare Regime in 1991.
3. Low orientation programs to the public on issue related to postal services.
4. Private sector which is nowadays overtaken the delivery service which traditionally the National postal used to be the sole provider, new companies like Delivery Taxes, and regional Public bus transportation are now taken much activates of the postal services.
5. Not sufficient funds

SUMMARY MICT FIVE YEARS STRATEGICAL GOALS FRAMEWORK.

Strategic Goals	
1. Developing and Implementing ICT Regulatory Framework	1.1 Objective Regulations, Policies and Standards
2. Improving ICT Infrastructure	2.1: Objective Broadband
3. Managing ICT Scarce Resources	3.1 Objective: Frequency Spectrum Management 3.2 Objective Number Spectrum Management
4.0 Strategic Goal: Ensuring Universal Access	4.1 Objective: Interconnection and affordable service
5.0 Strategic Goal: ICT Equipment Type Approval and Standardization	5.1 Objective: Checking healthy status of all ICT Equipment imported to the country

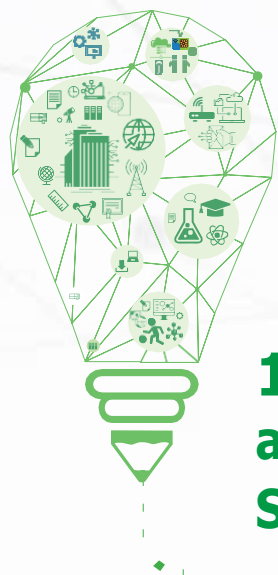
6.0 Strategic Goal: ICT Literacy	Objective 6.1: Raising ICT awareness of ICT Literacy Objectives 6.2: Learning Tools (Software & Hardware) Objectives.6.3: Empowering Women in the ICT sector
7.0 Strategic Goal: Digital Transformation	Objectives 7.1: Digital Society Objectives 7.2: Digital Economy Objectives 7.3: Digital Identity Objectives 7.4: Digital Financial Services Objectives 7.5: Digital Healthcare Objectives 7.6: Digital Education Objectives 7.8: Virtual Markets Objectives 7.9: Smart Cities
8.0 Strategic Goal: ICT enabled education.	Objectives: 8. 1 National Curriculum Objectives: Connectivity Objectives: 8.2 ICT for every child Objectives: 8.3 eLearning (LMS Objectives: 8.4 Capacity Building for ICT Teachers
9.0 Strategic Goal: ICT For Women and People with Disability (PWD)	Objectives 9.1: Empowering Women in the ICT sector
10.0 Strategic Goal: Implementing E-Government	Objectives: 10.1 (Referred by Somaliland e-Gov. Strategy Action Plan)
11.0 Strategic Goal: Developing National Data Center and e-Government systems	National Data Center: 11.1 Objective: e-Government systems
12.0 Strategic Goal: Innovation and entrepreneurship	12.1 Objective: Promoting ICT Innovation and entrepreneurship
13.0 Strategic Goal: ICT Research	13.1 Objective: Conducting and disseminating ICT Research
14.0 Strategic Goal: Developing Postal Services	14.1 Objectives: Expanding Postal Service 14.2 Objectives: International postal relationships



1. Strategic goal: developing and Implementing ICT regulatory framework

1.1 Objectives: Regulations, Policies and Standards								
Activities	Output	KPI's	Target	Timeframe				
				2021	2022	2023	2024	2025
Implementing policies and regulations	Independent Telecommunication Authority.	Telecommunication authority.	1					
Developing new policies and regulations which will ensure the sustainable development of Telecom sector.	Developing online content regulations	Number of Policies and Regulations Developed	12		X			
	Developing consumer protection regulations			X				
	Developing Tariff Regulations			X				
	Developing Value Added Service Regulations					X		
	Developing Competition Regulations				X			
	Developing Infrastructure Sharing Regulations					X		
	Developing Mobile Number Portability Regulations					X		
	Developing Quality of Service Regulations						X	

Developing Submarine Cable Landing Station Regulations			X					
Developing Underground Cable Regulations				X				
Developing Type Approval Regulations					X			
Developing Telecommunications Infrastructure Guidelines						X		
Developing Telecom equipment Standards	Developed Standardized Telecom Equipment	1					X	
Developing national frequency allocation policy.	Developed National Frequency allocation and Number policies.	2		X				
Developing national numbering assignment policy.								X



11 Details of Somaliland information and communication technology Strategic Goals framework.

Strategic Goal No 1: Developing and Implementing ICT Regulatory Framework								
1.1 Objectives: Regulations, Policies, Guidelines and Standards								
Activities	Output	KPI's	Target	Timeframe				
				2021	2022	2023	2024	2025
Developing National ICT Policy	Developed National ICT Policy	100% of National ICT Policy Developed.	1	X	X			
Developing Government E-mail Usage Policy	Developed Government E-mail Usage Policy	100% of Government E-mail Policy Usage	1	X				
Developing Government ICT System Integration Policy	Developed Government ICT System Integration Policy	100% of Government ICT System Integration Policy	1	X				
Developing Government ICT Projects Framework	Developed Government ICT Projects Framework	100% of Government ICT Projects Framework.	1		X	X		
Developing Government Data Sharing policy	Government Data Sharing policy Developed	100% of Government Data sharing policy	1	X	X			
Creating ICT Government Procurement Standardization Guidelines	ICT Government Procurement Standardization Guidelines Created	100% of ICT Government Procurement Standardization Guidelines Created.	1		X			
Developing Source Code Transfer Guideline	Source Code Transfer Guideline Developed	100% of Source Code Transfer Guideline	1	X				

Creating Government Websites Guideline	Government Websites Guideline Created	100% of Government Websites Guideline Created.	1	X				
Developing E-commerce Guideline	E-commerce Guideline Developed	100% of E-commerce Guideline Developed.	1				X	
Standardization of ICT Security	ICT Security Standardized	100% of ICT Security Standardized.	1				X	
Developing Data Protection and Cyber Security Act.	Data Protection and Cyber Security Act. Developed	100% of Data Protection and Cyber Security Act Developed.	1			X	X	
Developing ICT company Licensing Policy	ICT Company Licensing policy Developed	100% of ICT Company Licensing Policy Developed.	1	X				
Developing Consumer Protection Regulation	Consumer Protection Regulation Developed	100% of Consumer Protection Regulation Developed	1				X	X
Creating Online Content Legislation.	Online Content Legislation Created.	100% of Online Content Legislation Created.	1		X			

Strategic Goal No 2: Managing ICT Scarce Resources								
1.1 Objectives: Frequency Spectrum Management								
Activities	Output	KPI's	Target	Timeframe				
				2021	2022	2023	2024	2025
Regulating of national frequency spectrum resources.	spectrum frequency Regulated.	% of frequency spectrum Regulated properly.	100%	X	X	X	X	X
Revising and reallocating for all Telecommunication services frequencies.	frequencies Revised and reallocated	% frequency spectrum revised and reallocated.	100%	X	X			
Developing national frequency allocation Table	Table developed	Number of frequency allocation Table	1	X	X	X		

Strategic Goal No 3: Ensuring Universal Access								
14.1 Objectives: Implementing Telecommunication Interconnection								
Activities	Output	KPI's	Target	Timeframe				
				2021	2022	2023	2024	2025
Activity 1: Enforcing the implementation of interconnection regulation.	Interconnection implemented	% of Interconnected Operators.	100%		X	X		
Activity 2: Ensuring an affordable Internet services for all Public Institutions.	Affordable service ensured	% of Affordable internet Service	100%		X	X		

Strategic Goal No 4: ICT Equipment Type Approval and Standardization								
5.1 Objectives: Checking healthy status of all ICT Equipment imported to the country								
Checking SAR ratios for ICT equipment. Issuing type approval certificates for ICT equipment	Certificates issued SAR ratio Checked	% of ICT equipment type approved and standardized/% of ICT Equipment and distributors certified	90% /100 %		X			
Setting up type approval lab at customs.	Type approval lab set up	Number of labs.	2		X			

ICT Conference and Innovation Exhibition	ICT Conference and Innovation Exhibition held	Number of Conferences	5	X	X	X	X	X
Organizing Technology innovation awareness events.	Technology innovation awareness events Organized.	Number of awareness events	10	X	X	X	X	X
Developing and Implementing ICT Innovation Policy	Developed and Implemented ICT Innovation Policy	Number of ICT Innovation Policy	1	X	X			
Promoting engage of all stakeholders Establishing ICT Park	Established ICT Park	Number of ICT Parks	1		X	X		

2. Strategic Goal: ICT Researches

7.1 Objectives: Conducting and disseminating ICT Researches

Conducting and disseminate ICT researches	Researches Conducted	Number of Researches	5	X	X	X	X	X
Developing and Implementing ICT Researches Guideline	Developed and Implemented Researches Guideline	Number of Guidelines	1	X				

ICT Department:

8. Strategic Goal: ICT Literacy

8.1 Objective-1: Raising ICT Literacy awareness

Encouraging Learning ICT Basics through media.	Encouraged learning ICT Basics	Number of Programs	10	X	X	X	X	X
Allocating Mobile teams to rural areas for ICT awareness.	Allocated Mobile teams	Number Regions	6		X	X	X	X

Objective 8-2: Promoting ICT Facilities.

Promoting ICT accessibility for all.	Accessed ICT Facilities	Increasing percentage of accessibility for all	30 %	X	X	X	X	X
Promoting affordable ICT equipment for all.	Afforded ICT equipment	Increasing percentage of afforded ICT equipment		X	X	X	X	

Strategic Goal No 9: Digital Transformation.									
9.1 Objectives: Digital Society									
Activities	Output	KPI's	Target	Timeframe					
				2021	2022	2023	2024	2025	
Expanding Digital civil registration.	Expanded Digitalized Civil registration	Increased percentage of digitalized civil registration.	40 %	X	X	X	X	X	
Developing Digitalizing transportation companies.	Developed transportation.	% Increased	60 %	X	X	X	X	X	
9.2 Objectives: Digital Economy									
Encouraging digital eco- systems.		% increased.	20 %		X	X	X	X	
9.3 Objectives: Digital Identity									
Enabling National ID availability to all eligible citizens.	Enabled National ID	% Increased.	40%	X	X	X	X	X	
Digitizing National ID for all transactions	Digitized National ID	% Increased	40%	X	X	X	X	X	
9.4 Objectives: Digital Financial Services									
Promoting Digital financial services.	Promoted cashless society.	% Increased	30%	X	X	X	X	X	
9.6 Objectives: Digital Healthcare									
Promoting Digital healthcare system.	Digitized healthcare	% Increased	60% of main Hospitals	X	X	X	X	X	
9.10 Objectives: Digital Education									
Promoting Digital educational system.	Promoted Digital Education	% Increased	50% of Urban Area.	X	X	X	X	X	
9.11 Objectives: Virtual Markets									
Promoting virtual markets	Promoted Virtual Market	% increased	10% Increased	X	X	X	X	X	

Strategic Goal No 10: ICT Enabled Education.									
10.1 Objectives: National Curriculum									
Activities	Output	KPI's	Target	Timeframe					
				2021	2022	2023	2024	2025	
Integrating ICT subjects in The curriculum for All levels	Integrated ICT subjects in The curriculum	Number of levels	2	X	X	X	X	X	
Developing standardized and harmonized ICT curriculum for higher education.	Harmonized ICT Curriculum	Number of curriculum	1	X	X	X	X	X	
10.2 Objectives: Connectivity									
Promoting internet connectivity for educational institutions	Promoted internet connectivity	% Increased	5%				X	X	
10.4 Objectives: eLearning (LMS)									
Promoting e-learning for all.	Promoted e learning for all	% Increased	30%	X	X	X	X	X	
Promoting e-library	Promoted e-libraries	% Increased	20%			X	X	X	
10.5 Objectives: Capacity Building for ICT Teachers									
Teachers training in ICT	Trained ICT Teachers	Number of Teachers	500			X	X	X	
10.6 Objectives: Learning Tools (Software & Hardware)									
Minimizing digital gap for students	Minimized digital gap for students	% Increased	20 %			X	X		

Strategic Goal No 11: ICT For Women and People with Disability (PWD)									
11.1 Objectives: Empowering Women in the ICT sector									
Activities	Output	KPI's	Target	Timeframe					
				2021	2022	2023	2024	2025	
Promoting ICT for Women	Promoted ICT for Women	% Increased	20%		X	X	X	X	
Promoting ICT for disabilities	Promoted ICT for disabilities	% Increased	10%			X	X	X	
Promoting ICT Professional skills for Women.	Promoted ICT Professional skills for Women.	Number of Trainee	500	X	X	X	X		
Encouraging Women entrepreneurship in ICT Sector.	Created business opportunities for ICT woman ICT	Increasing percentage of ICT skills for women	10%	X	X	X	X		

Strategic Goal No 12: Implementing E-Government.								
12.1 Objectives:(Referred by Somaliland e-Gov Strategy Action Plan)								
Activities	Output	KPI's	Target	Timeframe				
				2021	2022	2023	2024	2025
Referred by Somaliland e Gov Strategy Action Plan								

Strategic Goal No 13: Strategic Goal: Developing National Data Center ande-Government systems								
13.1 Objectives: Improving ICT infrastructure								
Activities	Output	KPI's	Target	Timeframe				
				2021	2022	2023	2024	2025
Establishing National Data Center.	Established National Data Centers.	Number of Data Centers	2	X		X		
Implementing reliable Network Infrastructure in the government institutions with high bandwidth	Interconnecte d all government Institutions	Number of institutions	45 Institu-tions	X				
For E-government objectives we need to refer to Somaliland E-government Strategy, attached below as annex								

Strategic Goal No 14: Strategic Goal: Providing Postal Services								
14.1 Objectives: Expanding Postal Service								
Activities	Output	KPI's	Target	Timeframe				
				2021	2022	2023	2024	2025
Implementing postal Addressingin Main cities.	Implemented Postal addressing	Number of Cities implemented.	6	X	X	X	X	X
Stablishing postal offices in the Main Cities.	Postal offices Stablished.	Number of offices Stablished.	6	X	X	X		
Implementing P.O. Box services in Main Cities.	Implemented post office boxes.	Number of P. O. Box	2000	X	X	X	X	X
Optimizing postal services to the government Institutions.	all government institutions Postal Services Optimized.	% Services Provided	100%	X	X	X		
Encouraging Private Postal Services	Private Postal Services Encouraged.	% Increased	40%		X	X	X	X

Issuing Postalstamps and postcards.	Issued stamps andpostcards	Number of stamps and Postcards	50,000 stamp s and post-cards	X	X	X	X	X
Developing E-Postal services App.	E-Postal Services. Developed	Number of E-Postal Services Apps Developed	1	X				
14.3 Objectives: International postal relation								
Strengthening international postalrelation (Djibouti, Ethiopia and UPU	Strengthened international postal relationship	Number of countrie s	3	X	X	X	X	



Annex: Summary of Somaliland E-Government Strategic Plan: G2C Action Plan

C1 Promote and create centralized Government Portal and e-Services							
	Responsible	Activities	Due Date (Year)				
			2021	2022	2023	2024	2025
C1.1	MICT	Developing a centralized Government Portal and e-Services	X	X			
C1.2	MICT	Creating Customized Government Portal for all Government Institutions.	X	X	X		
C1.3	MICT	Carrying out the Installation of the centralized government Portal and training its Staff.	X	X	X		
C1.4	MICT and concerned Min.	Provide and promote Investment in the Public Internet Access infra-structures	X	X	X	X	
C2 Set up a National Call Centre to advice/guide and help citizens who are using the Government Portal, e-Services and m-Services							
C2.1	MICT	Establish and Implement a National Call Centre to advise/ guide and help citizens on services provided by Government	X	X			
C2.2	MICT	All Min. Defining processes and procedures of advising and helping the citizens and Agencies	X	X	X		

C3 Digitizing government services based on priorities						
C3.1	MICT and Ministries	Engage with selected Ministries and Agencies to implement priority e-Services identified in the ICT Strategic Plan Survey (list below) and come up with an implementation roadmap: Driver's License System Vehicle Registry System Passport Services, e-Visa e-certificate for Marriage, Birth, Divorce and Death e-education e-Identity e-Payment/ m-payment for Government Services e-Voting e-Land Registry e- Police e-Justice e-Health e-Payment of traffic fines e-Tax Block chain	X	X	X	X
C3.2	Concerned Ministries & Agencies	Implement e-Services as per an implementation Plan				
C4 Design services that are usable on mobile devices as well as desktop and laptop computers						
C4.1	MICT and Ministries & Agencies	Engage with stakeholders, Ministries and Agencies to identify and Ministries & priority services that would be implemented as mobile applications/m-services Agencies	X			
C4.2	Concerned Ministries & Agencies	Implement mobile applications/m-Services as per implementation Plan				
C5 Operate a One-Stop Shop for Government Services using network of Somaliland Post						
C5.1	MICT	Set up One-stop Shop at post offices in the main cities to provide selected Government e-services for the citizens	X	X		

	Responsible	Activities	Due Date (Year)				
			2021	2022	2023	2024	2025
C5.2	MICT and Ministries & Agencies	Engage with Ministries and Agencies for the implementation of priority services identified in the ICT Strategic Plan Survey that would be processed at the One-stop Shop at Post Offices.	X	X	X		
C6	Provide e-Services with e-Payment and m-Payment facilities						
C6.1	MoFD and MICT	Identify and prioritize e-Services that involve e-payments and m-payments	X				
C6.2	MoFD and MICT	Implement e-Payment and m-Payment system	X	X	X		
C7	Promote use of online trans-activities by using digital Signatures						
C7.1	MICT and Ministries/ Agencies	Identify and Implement solutions to make digital signatures more affordable through policy	X	X			
C7.2	MICT	Implement the use of digital signatures for Government online trans-activities	X	X	X		
C7.3	MICT & Concerned Ministries	Implement mobile applications/ m-Services as per implementation Plan	X	X	X		
C8	Operate a One-Stop Shop for Government Services using network of Somaliland Post						
C8.1	MICT	Set up One-stop Shop at post offices in the main cities to provide selected Government e-services for the citizens	X	X	X		
C8.2	MICT and Ministries & Agencies	Engage with Ministries and Agencies for the implementation of priority services identified in the ICT Strategic Plan Survey that would be processed at the One-stop Shop at Post Offices.	X	X	X		
C9	Provide e-Services with e-Payment and m-Payment facilities						
C9.1	MoFD and MICT	Identify and prioritize e-Services that involve e-payments and m-payments	X				
C9.2	MoFD and MICT	Implement e-Payment and m-Payment system	X	X	X		

C10	Promote use of online trans-activities by using digital Signatures						
	Responsible	Activities	Due Date (Year)				
			2021	2022	2023	2024	2025
C10.1	MICT and Ministries/ Agencies	Implement solutions to make digital signatures more affordable through policy	X	X			
C10.2	MICT	Implement the use of digital signatures for Government online trans-activities	X	X	X		
C11	Formulate and implement a Social Media Policy						
C11.1	MICT and MoIC	Engage discussions with stakeholders in view of formulating a Social Media Policy with guidelines on how Government bodies and officials may use Social Media for interaction with the public	X	X	X		
C11.2	MICT, Ministries/ Agencies	Ministries & Agencies dealing and sharing valuable information with public should have a regulated presence on Social Media platforms in line with Social Media Policy and Guidelines	X	X	X		
C12	Promote online consultation on draft Acts, Regulations and Policies etc.						
C12.1	MICT, Ministries & Agencies	Prepare policy on e-Participation of Ministries and Agencies	X	X	X		
C12.2	MICT, Ministries & Agencies	Implement online consultation on draft Acts, Regulations and Policies	X	X	X	X	
C13	Democratize access to Government information						
C13.1	MICT, Ministries & Agencies	Enforce publication and announcement of important decisions/information on Government portal	X				
C13.2	Solicitor General	Introduce free online publication of Government Gazette (e-Gazette)	X				
C13.3	Solicitor General	Enforce publication of consolidated Acts on Government website	X				



Annex: Summary of Somaliland E-Government Strategic Plan: Government-to-Government Networking

G1 Improving, upgrading and integrating Government ICT Infrastructures							
	Responsible	Activities	Due Date (Year)				
			2021	2022	2023	2024	2025
G1.1	MICT	Developing Secured Connectivity Network for government Institutions	X	X			
G1.2	MICT	Integration of Current Government ICT Systems	X				
G1.3	MICT	Developing Guidelines and Standards for Government ICT	X	X	X		
G1.4	MICT	Implementing government ICT Management Policy	X				
G1.5	MICT and MoIA	Implementing Digital Identity for Delivering Government Services	X	X	X		
G1.6	MICT and all concerned Ministries	Aligning the Current Government ICT systems with the ICT policy (National ID, SLFMIS, etc.)	X	X	X		
G1.7	MICT	Improving Somaliland Government Web presence	X				
G1.8	MICT	Transferring Ownership, Operations and Management of Government Systems from vendors to the Government.	X				
G1.9	MICT	Implementing Governmental Internet Gateway	X				
G2 Implement new ICT Strategic Plan projects as per Government agencies' needs							
G2.1	MICT and Presidency	Developing and implementing e-cabinet System	X				

G2.2	MICT and Presidency	Developing Presidency Portal for oversight of the government institutions Performance	X				
G2.3	MICT	Implementing Information System for monitoring Government ICT Projects	X	X			
G2.4	MICT	Implementing an e-Registry supported by Document Management and Workflow System (Paperless System)	X	X			
G2.5	MICT and Presidency	Implementing E-Signature in government institutions	X	X			
G2.6	MICT and CSC	Implementing an Integrated HR Management System	X	X			
G2.7	MICT	Developing and Implementing Information Security Policy	X	X			
G2.8	MICT and MoNP	Implementing National Digital Archive System	X	X			
G2.9	MICT and MoTRD	Implementing a Transport/ Fleet Management System for Ministries/ Agencies having a significant fleet of vehicles	X	X			
G3 Implement end-to-end e-Services							
G3.1	MICT and Concerned Ministries & Agencies	Prepare end-to-end e-Services Plan (list of e-Services, priorities, implications on existing systems, budget)	X	X			
G3.2	Concerned Ministries & Agencies	Implement end-to-end e-Services Plan	X	X	X		
G4 Formulate and Implement ICT Legal Framework							
G4.1	MICT	<ul style="list-style-type: none"> National ICT Act Data protection and privacy act Computer Mis-use and Cyber-Crime Act Electronic transaction Act Government ICT infrastructure regulations Digital and web content regulations Certification of ICT products and service provider's regulation National e-safety regulation Data sharing Policy 	X	X	X		
G4.2	MICT	Enforce ICT legal framework across all government institutions.	X	X	X	X	X

G5 Set up of Government Service Platform for Data sharing							
	Responsible	Activities	Due Date (Year)				
			2021	2022	2023	2024	2025
G5.1	MICT	Enforce data authentication and identification in systems through Government Service Platform.	X	X			
G5.2	MICT	Ensure that the design of future systems is comply with the standards and guidelines to allow for interoperability with the Government Service Platform	X	X	X	X	X
G6 Prepare Guidelines and Standards for the procurement of ICT in Government							
G6.1	MICT	Prepare and Implement Guidelines and Standards for the procurement of Government ICT Software	X				
G6.2	MICT	Prepare and Implement Guidelines and Standards for the procurement of Government ICT hardware	X				
G7 Consolidate Government Data							
G7.1	MICT	Set up a National Data Centre	X	X			
G7.2	MICT	Transferring existing Data to the National Data Centre	X	X			
G7.3	MICT	Plan and Implement a Disaster Recovery Site	X	X			
G7.4	MICT	Build a state-of-the-art Data Bank	X	X			
G8 Plan and Implement Government Cloud for infrastructure sharing							
G8.1	MICT	Prepare Government Cloud to accommodate government institutions infrastructure sharing	X	X			
G8.2	MICT	Implement Government Cloud	X	X			
G9 Implement Business Continuity Management Plans for critical systems							
G9.1	MICT systems	Prepare a Business Continuity Management Plan (BCMP) for critical	X	X			
G9.2	MICT	Implement BCMP	X	X	X		

G10 Formulate and implement Open Source Software Policy							
	Responsible	Activities	Due Date (Year)				
			2021	2022	2023	2024	2025
G10.1	MICT	Set up an Open Source Working group to: <ul style="list-style-type: none"> Understand the mechanisms in place for use of Open Source Software Prepare an Open Source Software Policy 	X	X			
G10.2	MICT	Develop Government Open Source Software Policy	X	X			
G10.5	Concerned Ministries & Agencies and MICT	Adopt OSS solutions	X	X	X		
G11 Set up National ICT Steer Committee to oversee implementation of ICT Strategic Plan initiatives							
G11.1	GoSL	Establish national ICT steering committee consisting of: <ol style="list-style-type: none"> MICT (leading Ministry) MoF MoIA MoP 	X				
G12 Leverage ICT Adoption: ICT training to drive ICT Strategic Plan Projects							
G12.1	MICT	Conduct Government wide Training Needs Assessment to empower Public Officers with relevant ICT skills	X				
G12.2	MICT	Design and implement ICT Training Programs	X				
G13 Develop and establish an ICT Strategic Plan measurement frame- work							
G13.1	MICT	Develop and establish a measurement framework and the systematic usage of collected measurement data to evaluate ICT Strategic Plan services development and implementation process	X	X	X	X	X



Annex: Summary of Somaliland E-Government Strategic Plan: Government-to-Business Collaborating with Business

B1 Develop Marketing and Awareness strategies for Government Portal and e-Services targeting businesses							
	Responsible	Activities	Due Date (Year)				
			2021	2022	2023	2024	2025
B1.1	MICT and concerned Ministries	Organize workshops in collaboration with Ministries and Agencies for businesses to promote the adoption of e-services	X	X			
B2 Formulate and Implement an Open Government Data Policy							
B2.1	MICT	Create an Open Government Data Working Group with mandate to formulate and issue government-wide Open Government Data Policy	X	X	X		
B2.2	MICT	Seek assistance of international organizations to carry out readiness assessment of Open Government Data in Somaliland	X	X			
B2.3	MICT	Identify Ministries/Agencies with high-value data or content to participate as a pilot projects in the Open Government Data Initiative	X	X	X		
B3 Integrate e-Payment and m-payment facilities in the existing Government applications							
B3.1	MICT and MO FD	Work out and implement a plan for a phased integration of e-Payment and m-Payment in existing applications based on demand	X	X	X		
B4 Implement e-Procurement to enable sustainable procurement in Government							
B11.1	MICT and MOFD, NTB	Implementation of e-Procurement solution	X	X			

B12 Implement Single Window for trade facilitation (One stop shop)						
B12.1	MICT, MoT, MoID	Implement Single Window for Trade and Investment facilitation	X	X	X	
B13 Promote the use of online filing of court cases						
B13.1	MICT and MoJ	Implement online court case filling system	X	X		



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