



5 YEAR STRATEGIC PLAN

MINISTRY OF INVESTMENT AND INDUSTRIAL DEVELOPMENT

2023 – 2027



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ACKNOWLEDGMENT



I am very delighted and honored to have presided over the process of preparing this comprehensive Strategic Plan for the period 2022/23 - 2026/27 for the Ministry of Investment and Industrial Development. The preparation of this Plan was highly participatory and consultative involving various stakeholders including political leaders, technical, cultural and traditional leaders, Professionals, Academia, Civil Society, Non-Governmental Organizations, and Development Partners. The Technical Working Group activities and the routine quarterly Ministry review reports were very critical in this process.

I appreciate and recognize the invaluable leadership, guidance and commitment offered by the Director General of the ministry which provided a conducive, peaceful and stable environment for preparing the Plan. Special appreciation goes to president and all MDAs particularly, Ministers, Ministry of Finance, Planning Development, for the valuable information and technical input offered throughout the process of preparation of this Strategic Plan.

I am indebted to Development Partners especially stakeholders of the ministry, for the continued financial and technical support to the Ministry. In a special way, allow me appreciate and thank all the staff of the Ministry particularly the Technical Team and Planning Department staff for the tireless efforts and commitment espoused in the preparation and production of this Plan.

I am confident this Plan will go a long way in providing the required framework to enable the Ministry to contribute to the desired goal of enabling investment environment and improving the industrialization in the country.

Honorable Minister **Abdi Osman Nuur (Dhagawayne)**
Somaliland's Minister of Investment
and Industrial Development

Message for

DIRECTOR GENERAL

Mohamed Osman Saeed

Director General of the Ministry
of Investment and Industrial Development



I am immensely pleased to launch the Ministry of Investment and Industrial Development Strategic Plan 2023-27, which comes at a highly opportune time. Indeed, the Investment and Industrial sector has undergone several phases of transformation owing to the various industrial policies adopted by the country in the past despite Somaliland current status of not being recognized internationally. This MOIID Strategic Plan (2022-26), which has been elaborated with the assistance of several stakeholders including the MOIID Department of Planning proposes a framework that should be implemented to bring about transformational changes for a national competitive and sustainable investment and industrial sector.

It focuses on the creation of a solid industrial foundation based on the availability of a technically qualified labor force to service the manufacturing base and an enhancement in our soft and hard infrastructure. The strategic framework also supports the drive to diversify our products and production processes with the adoption of high-end technology, promotes local

production, and provides a lead on how to boost national and local exports. The MOIID Strategic Plan (2023-27) approves my belief that together we can make a difference and achieve more.

I am confident that this privileged relationship will prevail during the implementation phase of the proposed strategies that will yield concrete results for the Somaliland Investment and Industrial Development Sectors respectively.

I am thankful to all the stakeholders who participated in the development of this MOIID Strategic Plan (2023-27). I would like to highlight that this MOIID Strategic Plan (2023-27) is not a shelf document but a planning tool for the Ministry of Investment and Industrial Development of Somaliland.

To this end, I would also like to applaud all involved especially the Department of Planning of MOIID for their outstanding efforts in the successful development of the Ministry of Investment and Industrial Development Strategic Plan 2023-27.

EXECUTIVE SUMMARY

The Ministry of Investment and Industrial Development is a newly Government Institution created for the first time on 14 December 2017 by the 5th president of Somaliland HE Muse Bihi Abdi for coordinating the fragmented investment projects into a single window. And is responsible for formulating strategies, policies, goals and programs aimed at developing local and foreign investments, improving the investment image of the country, quickly creating opportunities for entrepreneurs and cooperating in socio-economic development programs with United Nations and international organizations

Ministry of investment and industrial development for the first time developed five-year strategic plan which will be valid the period 2023-2027 to achieve optimal for ministry's mandate and strategic objectives. Moreover, the five-year strategic plan would improve the strategic direction in which the ministry will reach for the next five years. This strategy is going to create and improve the investment and industries environment and lead to the country to achieve on his goal about the investment and industrial development.

One of the key objectives of ministry of investment and industrial development is to encourage and facilitate investment and industrial both foreign and local by providing information, fostering coordination and networks between investors and continually exploring new opportunities in Somaliland that would benefit both the nation and the business community. This five-year Strategic plan will also accelerate the realization of the National Development (NDPIII) and Somaliland vision 2030.

The Ministry of Investment and industrial development provides services to investors among which the issue policy priorities and the investment certificate also the industrial service for the ministry through the One Shop Stop system, furnish investors with the information necessary to invest in Somaliland provide target parties with promotion material, promote investment in Somaliland and strengthen economic relations.

MINISTRY STRATEGIC DIRECTIONS

The goal of the Ministry of Investment and Industrial Development Strategic Plan is to attain “To place Somaliland a world class destination for investment and industrial manufacturing hub”.

The strategic directions that guided of this strategic plan are the following;

- STD1** Creating and Enabling environment for the investment
- STD2** Encouragement of industrial productivity in the country
- STD3** Encouraging PPP projects for a better Public- Private Engagement.
- STD4** Strengthening Institutional Frame works and Capacity Building
- STD5** Development of investment and industrial for Special Economic Zones
- STD6** Automation for Investment and Industrial Development Registration
- STD6** Investment and Industrial Development as a tool for Poverty Eradication

CHAPTER ONE

1.INTRODUCTION

This five-year Strategic Plan covers the period of 2022/23 – 2026/27. It represents the strategic direction that the ministry will take for the next five years, in order to accomplish optimal performance in fulfilling its mandate.

These five strategic plans facilitate to achieve the objectives of the Providing an enabling environment for investment and industrial development and the private sector to take full advantage of the Community through the promotion of a continuous dialogue with the private sector to help create an improved business environment and enhancing investor confidence in the region.

Moreover, this strategic plan enabling to reach an optimal and maximum efforts for ministry's function environment for a globally competitive, sustainable Industrial and investment by actively seeking out, attracting, facilitating, and promoting productive foreign and domestic investment that contributes a comprehensive economic development and take a part for the industrialization of the country.

However, Professionalism and Integrity of strategic plan strive to carry out our duties with the highest degree of professionalism and with great integrity to ensure that the highest moral standards and efficiency are achieved in the operations, management and performance of activities of ministry. Innovative to embrace new and better ways of achieving excellence¹ in line with mandate of the Ministry of investment and industrial development.

1.1. OVERALL MANDATE OF THE MOIID

The Ministry of Investment and Industrial Development is mandated to formulate investment and industrial policies, strategies and programs and monitoring their implementation, development of economic zones and coordination of regional integration. And promote private sector to boost domestic and foreign investment by creating a conducive investment climate, as part of its effort to establish a market oriented economic system in Somaliland and responsible for drafting, negotiating and approving bilateral Investment Promotion and Protection Agreements and serves as a focal for all Somaliland investment and industrial related affairs.

The core functions of the ministry of investment and industrial development can be summarized into main areas namely:

- To promote business in all areas that benefit Somaliland's development
- To encourage the investment of manufacturing
- To explore and evaluate new investment opportunities and industrial zones
- To seek land space and capital for investment
- To facilitate mutually-beneficial coordination between investors
- To priorities Somaliland and its growth and development
- To promote investment services and products
- Encouragement investment and industrial policies and acts
- Improving the investment climate and facilitating procedures
- Develop investment promotion systems
- Monitor and evaluate the execution of investment policies
- Work to attract national and foreign investments

1.2. VISION

To place Somaliland a world class destination for investment and industrial manufacturing hub.



1.3. MISSION

To create an enabling environment for a globally competitive, sustainable Industrial and investment by actively seeking out, attracting, facilitating, and promoting productive foreign and domestic investment that contributes a comprehensive economic development.

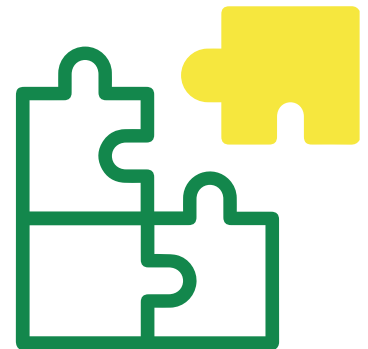


1.4. CORE VALUE

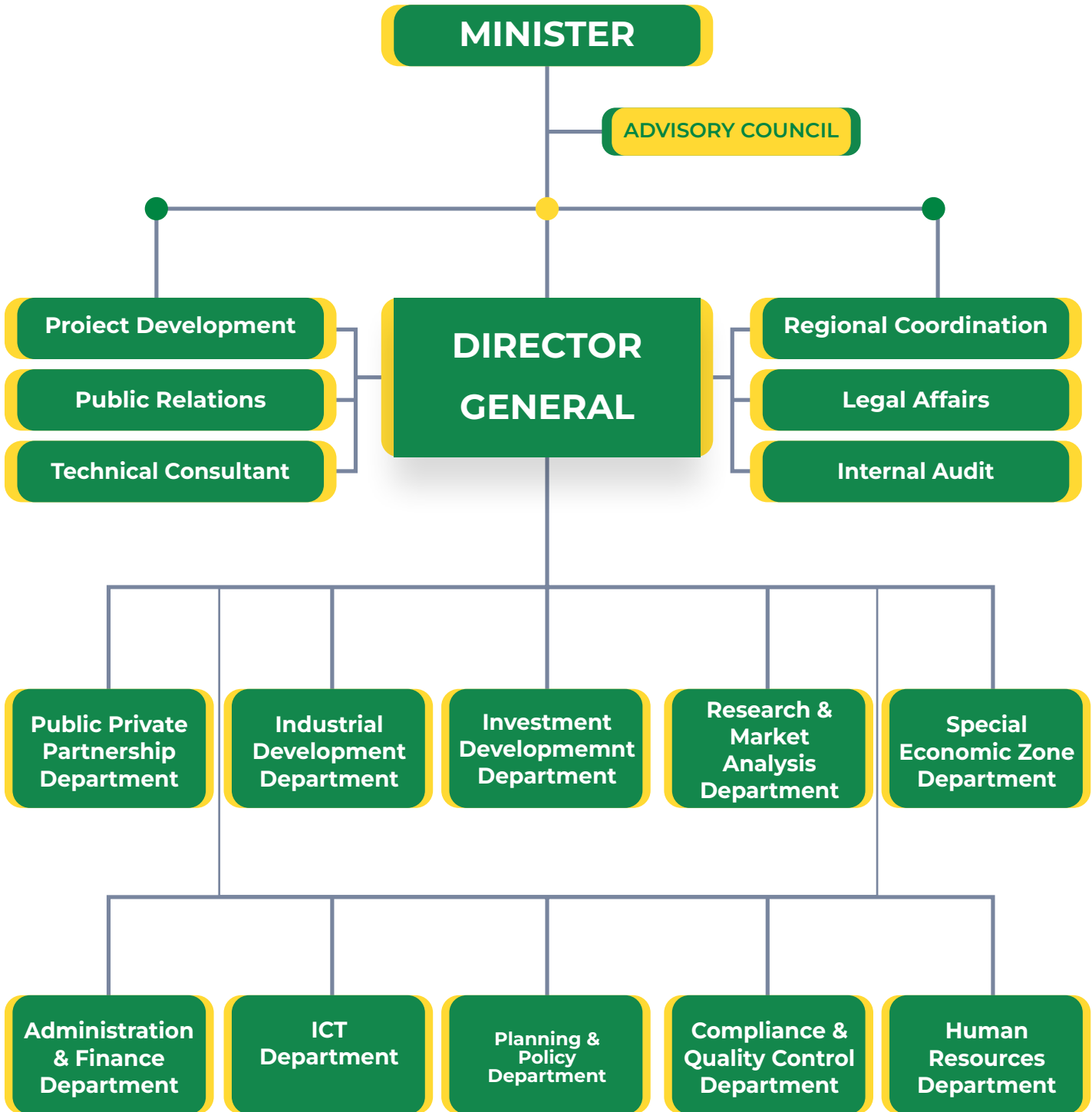
The core values of the Ministry of Investment and Industrial Development will identify the principles of behavior standards to fulfill the ministry mandate, to pursue the vision and accomplish the mission of the ministry.

Hence, the following guiding principles will dictate the behavior of all members and external stakeholders to determine the right path in the course of performing individual and collective duties and responsibilities.

- Standard
- Professionalism
- Integrity
- Accessibility
- Accountability
- Transparency
- Efficiency and Effectiveness
- Teamwork



1.5. STRUCTURE OF THE MINISTRY



1.6. BREAK DOWN DEPARTMENTS ROLES

1. Department of Policy Planning, Monitoring and Evaluation

2. Department of Investment Development

3. Department of Industrial Development

4. Department of Public Private Partnership

5. Department of Finance and Administration

6. Department of Human Resources Management

7. Department of Economic Zone and Regional Integration

8. Department of Research and Market Analysis

9. Department of Public Relations and Communication

10. Department of Legal Affairs

11. Department of ICT

12. Department of Compliance Quality Control

DEPARTMENT OF POLICY PLANNING, MONITORING AND EVALUATION

The following are the functions of the Department of Planning, Monitoring and Evaluation: -

- Preparing policy planning, monitoring and evaluation policies and procedures manual for the Ministry
- Coordination preparation of the 5 years' strategic plan for Ministry in line with the National Development Plan
- Coordinating formulation and preparation of the Ministry's medium term strategic plan, annual action plans and budgets
- Preparing annual policy, planning, monitoring and evaluation reports
- Holding stakeholders' forums to disseminate policy, planning, monitoring and evaluation reports and revising the policies and strategies based on stakeholders' feedback
- Preparing the Ministry's performance contract, implementation work plan, monitoring and evaluating its implementation and reporting as per the Ministry's mandate

DEPARTMENT OF INVESTMENT DEVELOPMENT

The following are the functions of the Department of Investment: -

- Formulation, implementation, monitoring and evaluation of policies, procedures, guidelines and regulations for supporting the investment in Somaliland including the domestic and foreign investments and investment promotion and attraction
- Implementing the Institutional Framework for supporting investment within the department and MDAs participating in investment activities locally or abroad (in collaboration with Ministry of Foreign Affairs and International Cooperation)
- Preparing and implementing strategies and programmers for protecting intellectual property rights for local and foreign investors participating in Somaliland
- Promoting Somaliland as a conducive environment for domestic and foreign investment
- Preparation and implementation of the five (5) year strategic plan and budget for the department.
- Preparation and implementation of a comprehensive monitoring and evaluation system and tools for the Department
- Preparation and implementation of the capacity development for all staff based on the needs assessment and in-line with the Civil Service Commission (CSC) guidelines and requirements.
- Preparation of the annual financial estimates in consultation with the heads of sections

DEPARTMENT OF INDUSTRIAL DEVELOPMENT

The following are the functions of the Department of Industrial Development: -

- Formulation, implementation, monitoring and evaluation of policies, procedures, guidelines and regulations for supporting the development and promotion of industrial development including industrial research, investment promotion, attraction and development
- Preparation and implementation of the five (5) year strategic plan and budget for the department.
- Preparation and implementation of a comprehensive monitoring and evaluation system and tools for the Department
- Preparation and implementation of the capacity development for all staff based on the needs assessment and in-line with the Civil Service Commission (CSC) guidelines and requirements.
- Preparation of the annual financial estimates in consultation with the heads of sections
- Coordinating the formulation of the department's risk management framework, risk profiling, risk reporting and monitoring

DEPARTMENT OF PUBLIC PRIVATE PARTNERSHIP

- Formulation, implementation, monitoring and evaluation of policies, procedures, guidelines and regulations for supporting the promotion and business development in Somaliland
- Preparing policies and procedures for supporting business development
- Preparing legislations and incentives for providing conducive business environment for business development
- Preparation and implementation of the five (5) year strategic plan and budget for the department.
- Preparation and implementation of a comprehensive monitoring and evaluation system and tools for the Department
- Preparation and implementation of the capacity development for all staff based on the needs assessment and in-line with the Civil Service Commission (CSC) guidelines and requirements.
- Preparation of the annual financial estimates in consultation with the heads of sections
- Coordinating the formulation of the department's risk management framework, risk profiling, risk reporting and monitoring.

DEPARTMENT OF FINANCE AND ADMINISTRATION

The following are the functions of the Department of Finance and Administration: -

- Ensuring adequate provision of administrative and financial support to all departments of the Ministry
- Coordinating the implementation of financial procurement, and records management policies, procedures and systems
- Coordinating the preparation of Ministry's annual financial and procurement plans and budgets and monitoring their implementation
- Overseeing the general welfare and discipline of Ministry staff in accordance with civil service rules and regulations and security policy of Ministry
- Effectively and efficiently managing logistics and other physical assets of the Ministry
- Coordinating the formulation of the department's risk management framework, risk profiling, risk reporting and monitoring

DEPARTMENT OF HUMAN RESOURCES MANAGEMENT

The following are the functions of the Department of Human Resource Management: -

- Maintains management guidelines by preparing, updating, and recommending human resource policies and procedures.
- Ensures that HR strategies are developed and properly planned to support improvement in employee performance in the Ministry
- Contributes to team effort by accomplishing related results as needed
- Coordinating employee performance and appraisal management in line with the national development goals and MoID's national action plans.
- Preparation and implementation of the five (5) year strategic plan and budget for the department.
- Preparation and implementation of a comprehensive monitoring and evaluation system and tools for the Department
- Preparation and implementation of the capacity development for all staff based on the needs assessment and in-line with the Civil Service Commission (CSC) guidelines and requirements.
- Preparation of the annual financial estimates in consultation with the heads of sections
- Coordinating the formulation of the department's risk management framework, risk profiling, risk reporting and monitoring.

DEPARTMENT OF ECONOMIC ZONE & REGIONAL INTEGRATION

The following are the functions of the Department of Economic Zone and Regional Integration: -

- Formulation, implementation, monitoring and evaluation of policies, procedures, guidelines and regulations for supporting the development and promotion of Economic Zone and Regional Integration
- Make recommendations to the Minister and the Director General on all aspects of designation, approval, establishment, operation and regulation of special economic zones in Somaliland
- Preparation and implementation of the five (5) year strategic plan and budget for the department.
- Preparation and implementation of a comprehensive monitoring and evaluation system and tools for the Department
- Preparation and implementation of the capacity development for all staff based on the needs assessment and in-line with the Civil Service Commission (CSC) guidelines and requirements.
- Preparation of the annual financial estimates in consultation with the heads of sections
- Coordinating the formulation of the department's risk management framework, risk profiling, risk reporting and monitoring

DEPARTMENT OF RESEARCH & MARKET ANALYSIS

The following are the functions of the Department of Human Resource Management: -

- Maintains management guidelines by preparing, updating, and recommending human resource policies and procedures.
- Ensures that HR strategies are developed and properly planned to support improvement in employee performance in the Ministry
- Contributes to team effort by accomplishing related results as needed
- Coordinating employee performance and appraisal management in line with the national development goals and MoLD's national action plans.
- Preparation and implementation of the five (5) year strategic plan and budget for the department.

Preparation and implementation of a comprehensive monitoring and evaluation system and tools for the Department

- Preparation and implementation of the capacity development for all staff based on the needs assessment and in-line with the Civil Service Commission (CSC) guidelines and requirements.
- Preparation of the annual financial estimates in consultation with the heads of sections
- Coordinating the formulation of the department's risk management framework, risk profiling, risk reporting and monitoring.

DEPARTMENT OF COMMUNICATION & PUBLIC RELATIONS

- Providing information and documents to the public and media on the Ministry activities
- Making transparent the works and activities of the Ministry both to the public as well as local and international institutions
- Collecting, processing and publishing information on works and activities of the Ministry
- Supervising and maintaining official webpage of the Ministry
- Preparing materials and brochures for publication and distribution to inform the public on the activity of the Ministry
- Participating in direct meetings of the Minister and high delegations within and outside the country in order to provide accurate information to the public
- Drafting the communication strategy annually based on the Ministry work plan
- Cooperating with the media in organizing press conferences and interviews as well as providing information and drafts summaries out of media presentation
- Issuing statements, announcements, reports and other publications to public opinion.
- Responsible for the formulation of the unit's risk management framework, risk profiling, risk reporting and monitoring

DEPARTMENT OF LEGAL AFFAIRS

- Formulate and implement legal policies and strategies for effective discharge of the functions of the unit
- Ensure compliance with principles and values of good governance, human rights, transparency, accountability, ethics and integrity
- Advise the Ministry on all legal matters and ensure that it's protected against any law suits as it performs its activities in accordance with the mandate
- Oversee litigation from public servants and ensure compliance with the constitution as per the mandate of the Ministry
- Develop proposals for reform on emerging legal issues and ensure compliance with the strategic goals of the Ministry
- Prepare cabinet memoranda for presentation to parliament and ensure its in accordance with the constitution and law
- Preparation of regular, monthly, quarterly and annual legal reports
- Responsible for the formulation of the unit's risk management framework, risk profiling, risk reporting and monitoring

DEPARTMENT OF ICT

- Identify the ICT needs of the office of the ministry departments in consultation with other staff, communicating with users to formulate and produce a requirements specification to create system and software solutions.
- Develop and manage a database covering overall business operations and activities of the assigned institutions.
- Ensuring that Ministry systems are compatible with and other civil service IT applications
- Create, maintain and manage technical quality assurance processes and procedures to assess efficiency, validity, value and functional performance of computer systems and environments
- Ensuring adherence to accredited internal and external industry quality standards and regulations
- Plan, organize, direct, control and coordinate the acquisition, development, maintenance and use of ICT systems.

DEPARTMENT OF COMPLIANCE & QUALITY CONTROL

- Formulation, implementation, monitoring and evaluation of policies, procedures, guidelines and regulations for supporting the development and promotion of environment protection including metrology, testing of goods, quality assurance, inspection services and intellectual property rights
- Coordinate development and implementation of policy and legislation against contrabands and counterfeits and implementation to protect customers and local industries
- Promote innovativeness for supporting development of intellectual property rights
- Preparation and implementation of the five (5) year strategic plan and budget for the department.
- Preparation and implementation of a comprehensive monitoring and evaluation system and tools for the Department
- Preparation and implementation of the capacity development for all staff based on the needs assessment and in-line with the Civil Service Commission (CSC) guidelines and requirements.
- Preparation of the annual financial estimates in consultation with the heads of sections
- Coordinating the formulation of the department's risk management framework, risk profiling, risk reporting and monitoring

DEPARTMENT OF REGIONAL COORDINATION

- Permanent coordination of work of the regional office
- Determine regional office work
- Receive monthly performance and programmed reports for regional office
- Perform regular financial reporting in collaboration with Department of Finance and Administration
- Supervise work and activities at the regional office and updating the Director General
- Coordinate human resources at the regional office
- Assisting the Director General in management of the global regional functions
- Undertake additional tasks and directions from Director General

1.7. THE PURPOSE OF THIS STRATEGIC PLAN

Purpose of the Plan This Strategic Plan is a roadmap Ministry of Investment and Industrial Development will follow over the next five years in making its contribution to the development of Somaliland through ensuring Sustainable environment for investment and industrial manufacturing. The Strategic Plan is anchored on the successful implementation of the Ministry 's interventions in the past and seeks to address the contemporary challenges of the country in light of the future. The Plan is responsive to the Government's Vision 2030 and the National Development Plan III (2023-2027), and aspirations to achieve the Sustainable Development Goals.

One of the key objectives of the strategic plan is to encourage and facilitate investment and industrial both foreign and local by providing information, fostering coordination and networks between investors and continually exploring new opportunities in Somaliland that would benefit both the nation and the business community.

1.8. LINK BETWEEN THE SOMALILAND VISION OF 2030, NDPIII AND STRATEGIC PLAN

Somaliland government seeks to create a well-developed private sector that provides investment opportunities, employment, sustained livelihoods and vital services to strengthen the economic foundation of peace. The prevailing peaceful and stable environment is critical to the development of the private sector. In order to achieve the goals of the 2030 vision, the government is determined to maintain and invigorate peace and stability, encourage private sector investment, introduce the necessary financial services acts, promote corporate culture and facilitate company formation.

In order to achieve the country's 2030 vision and maximize Diaspora contribution, the government of Somaliland vision is to build a nation with an advanced manufacturing sector that contributes to job creation and wealth generation. The manufacturing base in Somaliland is very narrow. The small number of manufacturing establishments is dominated by bottling, and packaging plants. The government is well aware of the potential of this sector to create jobs and drive the development needed to realize vision 2030. The main constraint facing the sector today is the limited and expensive electricity supply. The government is committed to improving power supply, investing in infrastructure and providing tax incentives to encourage the development of the sector.

This is going to be the foundation upon which the National Development Plan (NDP) reflecting the priorities of this government will be based. Vision 2030 highlights the structural challenges country face and is based on five key pillars: Economic Development, Infra-structure Development, Governance and Rule of Law, Social Development, and Environmental Protection. It requires sustained orientation of government resources to promote socio-economic transformation.

This strategic plan is going to link the NDPIII economic sector objectives, ministry goals to reach out the ultimate goal of Somaliland national vision of 2030.

However, this strategic plan facilitates that the ministry of investment and industrial development reflecting the strategic directions and responsible for the realization of the nation's vision, the implementation of the national development plan.

1.9. LEGAL AND POLICY CONTEXT

The highlighted policy, Acts, and legal and regulatory frameworks below are the existing ruling principles:

- The Constitution of the Republic of Somaliland
- Somaliland Investment Act No: 99/2021
- Somaliland Company Law No: 80/2018
- The Delineation of the Organization of the Government and of Independent Public Bodies – Law No. 71/2015
- The Regulation for the Delineation of the Organization of the Government and of Independent Public Bodies No. 01/2018

CHAPTER TWO

2.0. SITUATIONAL ANALYSIS

This chapter highlights the current internal strengths and weaknesses as well as the external opportunities and challenges facing the Ministry of Investment and Industrial Development. SWOC analysis identify and understand key issues affecting investment and industrial development face to contribute the economic growth, moreover it accelerates or obstruct the process of implementing this strategic plan.

While at the same time, focuses on subjects that impact and influence on the acknowledged key result areas, or themes of the department. The undertaken SWOC Analysis during the formulation of the Strategic Plan delivered an insight that enabled to realize the existing internal strengths and weaknesses as well as the current external opportunities and challenges.

Therefore, the strategy and plan can put forward ways to mitigate the internal weaknesses and external challenges build on internal strengths and utilize the external opportunities for the benefit of department's mandate implementation. On the other hand, the SWOC analysis indicates the factors that influence the duties and functions of the department to realize its strategies and objectives from internal and external perspectives.

The center of interest of the analysis is on the technical capacity, management, communication, financial and human resources and the pertinent factors of the ministry. The SWOC analysis is discussed below:



Strength

1. Policy and Legal Frame Work Availability.
2. Strong Investment Service Delivery
3. Market opportunity trade.
4. Regional gateway opportunity
5. Increase Manufacturing by Local industries exhibition summit
6. Developed policies strategies for investment and industrial development
7. Working in database system for investment registration
8. Strong monitoring and evaluation of the ministry



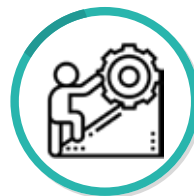
Weaknesses

1. Weak of collaboration with development partners and donors, NGO
2. Insufficient space and Equipment's
3. Lack of information sharing.
4. Lack of cooperation.
5. Lack of awareness DDI
6. Poor implementation Strategy
7. Lack of investment promotion



Opportunity

1. Existence of investment legal framework
2. Peace and Stability
3. Increase of production.
4. Political stability of the region.
5. Training and capacity building.
6. Accessing to the international and regional investment opportunity
7. Expand projects for investment opportunity
8. New industrial zones and free zone mapping



Challenge

1. Lack of investment awareness about DDI, FDI
2. Lack of financial and non-financial supporters for BDS
3. Lack of communication for stakeholders
4. Lack of identification of investment opportunities
5. Poor adaptation of technology change
6. Hard to access of fund of investments opportunities
7. In adequate infrastructure
8. Lack of recognition
9. Climate change

2.1. PESTLE ANALYSIS

POLITICAL FACTORS

- International, regional and national decisions on development paths and areas for action (Eg. Governmental decision on priorities, UN SDGs, NDP III, regional strategies and national development policies)
- Government decisions on funding levels
- Bureaucracy, corruption level, and tax policy (rates and incentives)
- Government involvement for investment awareness
- Legal framework for contract enforcement
- Trade regulations & tariffs related to Financials

ECONOMIC FACTOR

- Access to finance for government and financial institutions
- Global and regional growth
- Lack of economic sectors growth
- Government intervention in the free market and related Financials
- Exchange rates & stability of host country currency.
- Infrastructure quality in Financial Services industry
- Skill level of workforce in industrial services.
- Education level in the economy
- Labor costs and productivity in the economy
- Economic growth rate
- Unemployment rate
- Pricing regulations
- Taxation - tax rates and incentives

SOCIO-CULTURE FACTOR

- Low of investment awareness and perception
- Lack of adopted investment
- Class structure, hierarchy and structure in the society.
- Education level as well as education standard in the Investment skills & industry
- Culture (gender roles, social conventions etc.)
- Leisure interests

TECHNOLOGICAL FACTOR

- Recent technological developments by Investment and competitors
- Technology's impact on investment promotion
- Rate of technological diffusion
- Rapid Change of technology
- Digitalization

2.3. STAKEHOLDER ANALYSIS

| STAKEHOLDER NAME | ROLE/FUNCTIONS OF THE STAKEHOLDERS | STAKEHOLDERS' EXPECTATIONS FROM THE STRATEGIC PLAN |
|--|---|---|
| <p>Government Ministries:</p> <ul style="list-style-type: none"> ➤ Ministry of Planning and National Development ➤ Ministry of Trade and Tourism ➤ Ministry of Finance Development ➤ Ministry of Foreign Affairs ➤ Ministry of Information and Communication Technology ➤ Ministry of Agricultural Development ➤ Ministry of Energy and Mining ➤ Ministry of Environment and climate change ➤ Ministry of Livestock Development ➤ Ministry of Public Work Land and Housing ➤ National Insurance ➤ National Energy commission <p>Other Stakeholder: -</p> <ul style="list-style-type: none"> ➤ Chamber Commerce ➤ Industrial Association ➤ Bank Association ➤ FCAI ➤ IFC ➤ Shuraako ➤ Hurhub ➤ UNIDO ➤ Oxfam ➤ Spark ➤ Pharo foundation ➤ Taiwan Embassy ➤ Micro-Dahab | <ul style="list-style-type: none"> ➤ Adequate funding/ resources ➤ Policy guidance ➤ Provision of accurate and timely information ➤ Supporting legal framework ➤ Facilitate technical assistance ➤ Clarify conflicting mandates | <ul style="list-style-type: none"> ➤ Recent technological developments by Investment and competitors ➤ Technology's impact on investment promotion ➤ Rate of technological diffusion ➤ Rapid Change of technology ➤ Digitalization ➤ Compliance with policies, regulations and other commitments. ➤ Technical advice on the concept and related ➤ Capacity building ➤ Implementation of the strategic plan |



CHAPTER THREE

3.0. STRATEGIC DIRECTIONS, GOALS AND OBJECTIVES

3.1. STRATEGIC OBJECTIVES

The Ministry of Investment and Industrial Development Strategic Plan is guided by the following strategic objectives:

| | | |
|-------------|---|---|
| STD1 | ● Creating and Enabling environment for the investment |  |
| STD2 | ● Encouragement of industrial productivity in the country |  |
| STD3 | ● Encouraging PPP projects for a better Public- Private Engagement. |  |
| STD4 | ● Strengthening Institutional Frame works and Capacity Building |  |
| STD5 | ● Development of investment and industrial for Special Economic Zones |  |
| STD6 | ● Automation for Investment and Industrial Development Registration |  |
| STD7 | ● Investment and Industrial Development as a tool for Poverty Eradication |  |

STRATEGIC DIRECTION ONE: - CREATING & ENABLING ENVIRONMENT FOR THE INVESTMENT



Strategic Goal: - Announcing and attracting of domestic direct investment and foreign direct investment

General Objectives: - Developing and Implementing policies, procedures, guidelines act, and regulations, researches for investment promotion.

Specific Objective: -

- ① Attracting, facilitating and promotion of investment projects
- ② Raising the investors awareness about DDI and FDI programmes
- ③ Improving the facilitation of after care services and tax exemption
- ④ Implementing of policies and acts for investment projects
- ⑤ Creating a one stop shop center for investment program
- ⑥ Mapping potential investment and industrialization opportunities in the country
- ⑦ Developing an investment guide that facilitates the DDI and FDI investors
- ⑧ Creating Somaliland investment portal for the sector opportunity project
- ⑨ Coordinating inter-ministerial and sectional collaboration and cooperation for conducting consultative meetings and dialogues between the MDAs program.

STRATEGIC DIRECTION TWO: - ENCOURAGEMENT OF INDUSTRIAL PRODUCTIVITY IN THE COUNTRY.



Strategic Goal: - Creating enabling environment for the industries.

General Objective: -

Developing and implementing of policies, acts for industrial regulations and researches that encourages the productivity.

Specific Objective: -

- ①> Developing national industrial policy, act and researches
- ②> To ensuring the safety, sanitation and quality of the products produced for the industries program.
- ③> Establishment of industrial zones in all regions
- ④> Encouraging the industries production awareness and productivity project
- ⑤> Developing industrial sector strategy
- ⑥> Encouragement local industries by conducting the national industries exhibition program
 - a. By Increasing the industrial share and their contribution to the National GDP.

STRATEGIC DIRECTION THREE: - ENCOURAGING PPP PROJECTS FOR A BETTER PUBLIC- PRIVATE ENGAGEMENT.



Strategic Goal: - Increasing of PPP projects for investment opportunities.

General Objective: -

Developing and implementing the PPP policy, acts and guidelines that encourages the PPP in the country.

Specific Objective: -

- ①> To develop PPP policies, acts, guidelines, procedures.
- ②> Develop and approve an action plan for the operationalization of the PPP policy
- ③> To develop reports annually on the number of PPPs established in the country
- ④> To develop research data available on the impact of the PPP policy and projects
- ⑤> To conduct existing, possible and potential sectors assessment which the private companies and government may invest through PPPs.
- ⑥> Establishing a friendly and trust ship environment between the government institutions and domestic private companies through PPD events.
- ⑦> Developing PPP center for development of project for investment opportunities

- ⑧> To improve access of finance for SMEs with collaboration to financial providers.
- ⑨> Coordinating business financing and funding programs which financial institutions, development partners, government institutions and other private sector are going to provide for the business enterprises.

STRATEGIC DIRECTION FOUR: - STRENGTHENING INSTITUTIONAL FRAME WORKS AND CAPACITY BUILDING



Strategic Goal: Effective and efficient ministry that achieves essential results

General Objective: -

Implementing the 16 policies, conduct training and capacity building and develop training skills plan for the ministry.

Specific Objectives

- ①> To recognize rules and procedures that dictate how certain matters should be addressed in the ministry's workplace.
- ②> To develop capacity building projects for improvement staff's skills
- ③> Employee rights and duties, including an increase of remuneration.
- ④> Building the ability of the ministry staff and its units to perform functions effectively, efficiently and sustainably.
- ⑤> Improving the working environment by building new offices.
- ⑥> Develop and implement staff training capacity

STRATEGIC DIRECTION FIVE: - DEVELOPMENT OF INVESTMENT AND INDUSTRIES FOR SPECIAL ECONOMIC ZONES



Strategic Goal: Improvement of investment and industries for special economic zones

General Objective: -

Encouragement of investment for mapping the especial economic zone and industrial development

Specific Objectives

- ①> Developing Research for identifying opportunities for Special Economic Zone
- ②> Developing inter-agency collaboration among relevant agencies for Special Economic Zone
- ③> Preparing project related to SEZ for investment and industrial development

STRATEGIC DIRECTION SIX: - AUTOMATION FOR INVESTMENT & INDUSTRIAL DEVELOPMENT REGISTRATION



Strategic Goal: Developing Somaliland Investment portal and industrial automation

General Objective: Developing and enabling information sharing related to investment for Online One Stop Investment Centre (OSIC) and Somaliland Investment Portal

Specific Objectives: -

- ① Promoting foreign direct investment for portal project
- ② Increasing investment opportunities for international opening project
- ③ Improving government interactions with investment and industry
- ④ Providing a friendly, affordable, and efficient interface between a ministry and investors
- ⑤ Improving access to information on the procedures and guidelines of obtaining certificates

STRATEGIC DIRECTION SEVEN: INVESTMENT & INDUSTRIAL DEVELOPMENT AS A TOOL FOR POVERTY ERADICATION



Strategic Goal: - Improvement of investment for increasing the economic growth in the country

General Objective: - Developing investment projects that increases job creation and improvement business in the country

Specific Objectives: -

- ① Creating programs for investment that encourages job opportunities
- ② Developing the projects and business plans that increases the economic growth
- ③ Encouraging the productivity of the country for job creation and eradication of poverty
- ④ Making Somaliland a manufacturing hub to boost the economic development

3.2. METHODOLOGY OF THE STRATEGY

The methodology and process of developing this strategy was based on a widely consultative process and the use of available and key data sources as follows:

- Review of key data sources, such as the secondary data (reports/studies drawn from literature reviews and existing sectoral strategies):
- Mini-workshops to review existing sector strategy, within the Ministry of the department and other MDA and stakeholders.
- Key informant interviews with Investors, MDA and other key stakeholder.
- Verification and validation workshop MoIID departments

CHAPTER FOUR

4.0. IMPLEMENTATION STRATEGY

Strategy implementation is the action stage of strategic management that puts plans and strategies into a desired goal. Strategic implementation is critical to the Ministry's success, addressing and establishing annual objectives, devising policies and allocating resources. The successful implementation of this five-year strategic plan is far more complex and requires the commitment of all stakeholders and ministry. The Ministry will continue to address structural problems that delay progress identified in the environmental scan, SWOC analysis to improve the quality and strength of the ministry staff capacity in the delivery of the ministry mandate. The Ministry of Investment and Industrial Development will also make a coordination of stakeholder consultations to encourage and promote innovation, creativity and professionalism towards the realization of the five-year strategic plan. Implementation involves assigning sections to tasks and timelines that will help the ministry to reach their goals.

4.1. IMPLEMENTATION MODEL

Ministry of Investment and Industrial Development Implementation of the Strategic Plan will be established in the main structure of the ministry. In order to accomplish the strategic objectives, the ministry has adopted the following implementation model to guide the coordination and implementation of the Strategic Plan;

- Director General Coordination and Implementation of the five-year strategic plan and budget for the ministry
- Director of the department is the functional Head of the Department and responsible for the overall technical, administrative and financial management of the Department operations and work plans, shall be considered to constitute the ministry's short, medium and long-term plans
- Stakeholders of this strategic plan will take apart of the implementation of this five-year strategic plan
- Implementation of strategic plan work plans shall develop all the details of the five-year results matrix, in order to formulate a yearly based internal monitoring and evaluation, which is the act of judging the value, quality and importance of the plan to ensure the progress towards producing the outputs

4.2. FINANCING OF THIS STRATEGIC PLAN

This section presents the financing framework of the plan. It provides the overall and disaggregated costs of the Plan, and the strategies for mobilizing the required financing.

Financing of this Strategic Plan will be informed by the annual budget cycle in line with the fiscal year for the Republic of Somaliland. MOIID will adopt a proactive approach to engage various stakeholders for resource support in operationalizing the deliverable in this Strategic Plan. Financial management approaches that are consistent with good public financial management principles will be adopted.

Procurement will be guided by the public procurement laws, with a procurement plan being prepared and adhered to on an annual basis. For MOIID to achieve its goals and attain the projected performance levels, a sum of \$ 2,465,000 will have to be invested in the organization over the five-year period of the Strategic Plan. These funds will be realized from internally generated resources. In addition, assistance will be sought from Government and other cooperating partners.

Costing

Costing was based on activities defined in the plan. Targets and indicators in the strategic plan provided the basis for estimating numbers, quantities and intensity of activities. The unit costs were obtained from similar exercises and activity costs were calculated. These were then compared with projected incomes and either scaled down or up to match anticipated budgets or to reflect critical priorities.

| Strategic Direction | Year 1 (Thousands) | Year 2 (Thousands) | Year 3 (Thousands) | Year 4 (Thousands) | Year 5 (Thousands) | TOTAL FOR 5 YEARS |
|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------|
| SD1 | 50 | 69 | 84 | 93 | 72 | 368 |
| SD2 | 37 | 73 | 97 | 82 | 91 | 380 |
| SD3 | 45 | 58 | 85 | 97 | 88 | 375 |
| SD4 | 32 | 69 | 81 | 92 | 87 | 361 |
| SD5 | 28 | 68 | 63 | 74 | 89 | 321 |
| SD6 | 41 | 61 | 72 | 59 | 63 | 296 |
| SD7 | 50 | 74 | 83 | 69 | 88 | 364 |
| Total | \$283 | \$472 | \$565 | \$566 | \$578 | \$2,465,000 |

CHAPTER FIVE

5.0. RISK ANALYSIS

| Potential Risks | Operational Risks | Financial Risks | Technological Risks | Mitigation Strategy |
|---|--|--|--|---|
| Lack of Domestic Direct Investment and Foreign Direct Investment awareness. | High possibility of the proposed activities may confront administrative obstacles. | Incompetence to increase revenue to finance planned operations. | Ministry of Investment and Industrial Development not keep pace with rapid ICT developments. | To mitigate the effects of the above risks on this plan, The Department of Planning and policy implements the following measures: - Enhancing M&E for early detection of all potential risks; Carrying out suitable discussion with stakeholders; Enhancing MOIID management capacities; Fostering optimal utilization of available resources; |
| Lacking commitment of the Departments to ensure implementation of the Strategic Plan. | The reality of inadequately skilled staff in key departments is likely to affect delivery of services in Technical and IT function. | A national economic crisis may disturb the implementation of the planned activities. | Staff may find it difficult to adapt to new technological changes. | |
| Failure to implement the Strategic Plan due to inability of Management. | Shortage of space, office tools and equipment. Inadequate budgeting and lack of implementation may make difficult to implement the planned activities. | | Inadequacy of the current software to match the required operations. | |

CHAPTER SIX

6.0 MONITORING AND EVALUATION

The Ministry will make monitoring and evaluation for an essential part through the process of the implementation of the strategic plan. The aim and purpose of measuring and assessing Strategic Plan performance are to show lessons from the implementation experience. The results of the monitoring and evaluation framework will notify the decision-making processes.

The system will mostly use the strategic objectives and indicators that have been integrated into the strategic plan detailed implementation matrix. Each Department of the ministry will conduct series input and output analysis.

The ministry will also establish and perform first assessments, which will include cost analysis as well as the monitoring, which is the first part of the process, will be based on the following guidelines:

- ▶ The Department Directors will be in charge of the sections for monitoring and evaluation processes falling under the responsibility. This will include; accounting for output and inputs, activities.
- ▶ All Sections will monitor all actions and activities based on their authority and responsibility.
- ▶ The Departments of Planning especially section of monitoring and evaluation will monitor; areas of performance, ways of utilization of resources, and departmental capacity for the implementation of five-year strategic plan. The monitoring process will involve regular progress of the strategic plan implementation.

Evaluation will be done to examine and investigate the medium and long-term effects of trends in specific objectives of the Strategic Plan. The evaluation activities will timely be arranged in

three different terms: -

a. Mid-term Evaluation: This is to examine the implementation progress of all sections. The midterm evaluation will ensure all strategic goals and objectives are to be achieved within the planned time set by the Strategic Plan.

b. End Term Evaluation: at the end of the Strategic Plan, a final evaluation will be conducted by the department to measure achievements and re-design the next Strategic Plan.

c. Ad hoc Evaluation: In order to inform the implementation strategy and whether goals and objectives are to be achieved the department will conduct an ad hoc evaluation based on need

APPENDIX I

6.1. MATRIX OF THE STRATEGIC PLAN

This chapter deals with strategic matters in which the ministry requires to approve so as to reach and accomplish its mission, so that this matter facilitates the strategy implementation happen sooner. This is the consideration of strategic plan is going to link the NDPIII economic sector objectives, ministry goals to reach out the ultimate goal of Somaliland national vision of 2030.

A matrix for the strategic plan was developed to make sure that there is a clear direction and successful implementation of the strategies identified. To enabling investment environment, the following strategic objectives were prioritized to target the period of the Strategic Plan.

| Strategic directions, objectives & activities | | Performance indicators | implementer | Partners | Y 2023 | Y 2024 | Y 2025 | Y 2026 | Y 2027 |
|---|--|---|--|--|--------|--------|--------|--------|--------|
| S.D.1 | | Creating and Enabling environment for the investment | | | | | | | |
| Objective 1 | | Attracting, facilitating and promotion of investment | | | | | | | |
| Activity | Assessment investment promotion | Number of investment opportunities identified and assessed Success rate of investment proposals received from assessment | The office of the Minister The office General Department of Department of Investment Development Department of Research and Market Analysis | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Analyzing investment promotion | Number of investment projects analyzed | The office of the Minister The office General Department of Department of Investment Development Department of Research and Market Analysis | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Organize investment promotion events, such as conferences, seminars, and trade fairs, to showcase the investment opportunities available in the country. | Number of attendees/ participants Number of investment deals signed at events | The office of the Minister The office General Department of Department of Investment Development Department of Planning | Stakeholders will fulfill their role by participating. | | X | X | X | |

| | | | | | | | | | |
|--------------------|--|--|--|--|---|---|---|---|---|
| Activity | Engage in marketing and advertising campaigns to promote the country's investment potential to a wider audience. | Number of marketing campaigns launched | The office of the Minister The office General Department of Department of Investment Development Department of Research and Market Analysis | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Provide incentives and subsidies to attract investment in targeted sectors, such as tax breaks, infrastructure support, and investment grants. | Number of investment proposals received for targeted sectors Number of jobs created in targeted sectors as a result of investment | The office of the Minister The office General Department of Department of Investment Development Department of Legal | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Objective 2 | | Raising the investors awareness about DDI and FDI | | | | | | | |
| Activity | Assessment the awareness about DDI and FDI | Percentage of surveyed population that can accurately define DDI and FDI concepts. | The office of the Minister The office General Department of Department of Investment Development | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Analyzing the awareness about DDI and FDI | Frequency and quality of reports produced on the level of awareness of DDI and FDI among the target audience. | The office of the Minister The office General Department of Department of Investment Development Department of Research and Market Analysis | Stakeholders will fulfill their role by participating. | | X | X | | |

| | | | | | | | | | |
|--------------------|---|---|--|--|---|---|---|---|---|
| Activity | Develop and distribute educational materials that explain the benefits of DDI and FDI investments | Number of educational materials created and distributed, and the reach of the materials to the target audience | The office of the Minister The office General Department of Department of Investment Development Department of Research and Market Analysis | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Organize workshops and training sessions for potential investors to educate them about the investment process and the legal framework in the country. | Number of workshops and training sessions organized, attendance rate, and feedback from participants. | The office of the Minister The office General Department of Department of Investment Development Department of Planning | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Create a hotline or online platform where investors can get information about the investment climate in the country. | Usage rate of the hotline or online platform, number of inquiries received, and satisfaction rate of users with the quality and timeliness of the information provided. | The office of the Minister The office General Department of Department of Investment Development Department of ICT | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Objective 3 | | Improving the facilitation of aftercare services and tax exemption | | | | | | | |
| Activity | Assessment the facilitation of aftercare services and tax exemption | Number of investors who have received aftercare services Percentage of investors who reported satisfaction with aftercare services | The office of the Minister The office General Department of Department of Investment Development | Stakeholders will fulfill their role by participating. | X | X | | | |

| | | | | | | | | | |
|----------|---|--|--|--|--|---|---|---|---|
| Activity | Analyzing the facilitation of aftercare services and tax exemption | Number of recommendations made to improve aftercare services and tax exemption processes Number of stakeholders consulted during the analysis | The office of the Minister The office General Department of Department of Investment Development Department of Research and Market Analysis | Stakeholders will fulfill their role by participating. | | X | | | |
| Activity | Streamline the business registration process to make it easier for investors to establish their operations in the country. | Average time it takes to register a business Number of steps involved in the business registration process | The office of the Minister The office General Department of Department of Investment Development Department of PPP | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Establish a dedicated aftercare team to assist investors with any issues they face during and after their investment process. | Number of investors assisted by the aftercare team Average response time to investors' requests for assistance | The office of the Minister The office General Department of Department of Investment Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Provide tax exemptions and other incentives to encourage investors to reinvest their profits in the country | Amount of tax exemptions granted to eligible investors Number of investors who reinvested their profits in the country | The office of the Minister The office General Department of Department of Investment Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |

| | | | | | | | | | |
|--------------------|---|---|--|--|---|---|---|---|---|
| Activity | Implementation of the facilitation of aftercare services and tax exemption | Number of aftercare services provided to investors Percentage of investors who received tax exemptions | The office of the Minister The office General Department of Department of Investment Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Objective 4 | | Implementing policies and acts for investment | | | | | | | |
| Activity | Assessment Implementing policies and acts for investment | Increase in the number of investments made after implementing the policies and acts, measured by the number of investment applications received and approved within a given period. | The office of the Minister The office General Department of Department of Investment Development Department of Planning | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Analyzing Implementing policies and acts for investment | Reduction in investment-related legal disputes, measured by the number of cases filed and resolved within a given period. | The office of the Minister The office General Department of Department of Investment Development Department of Planning | Stakeholders will fulfill their role by participating. | | X | | | |
| Activity | Develop a comprehensive legal framework for investment that includes regulations on licensing, land ownership, and repatriation of profits. | Improvement in the ease of doing business, measured by the country's ranking in the World Bank's "Doing Business" report. | The office of the Minister The office General Department of Department of Investment Development Department of PPP | Stakeholders will fulfill their role by participating. | | X | X | X | X |

| | | | | | | | | | |
|----------|---|--|--|--|--|---|---|---|---|
| Activity | Create a streamlined and transparent investment approval process that is accessible to all investors, regardless of their size or sector. | Reduction in the time and cost required to obtain investment approvals, measured by the average number of days and cost of obtaining approvals for a given period. | The office of the Minister The office General Department of Department of Investment Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Establish an investment promotion agency to coordinate investment-related activities and provide guidance to potential investors. | Increase in the number of new investment projects in the country, measured by the number of investment applications received and approved within a given period, as well as the total investment amount. | The office of the Minister The office General Department of Department of Investment Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |

| Objective 5 | | Creating a one-stop-shop center for investment | | | | | | | |
|-------------|---|---|--|--|---|---|---|---|---|
| Activity | Assessment a one-stop-shop center for investment | <p>Number of investors who have used the center's services.</p> <p>Percentage of positive feedback received from investors about the center's services.</p> | <p>The office of the Minister</p> <p>The office General Department of</p> | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Establish a physical and online investment center that provides all necessary services and information to investors in one place. | <p>Number of investors who have used the center's physical and online services.</p> <p>Time taken to complete the necessary services for investors.</p> | <p>The office of the Minister</p> <p>The office General Department of</p> <p>Department of Investment Development</p> <p>Department of Legal</p> | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Ensure that the center is staffed by experts who can provide advice and support to investors | <p>Number of experts available at the center.</p> <p>Satisfaction level of investors with the expert advice and support provided</p> | <p>The office of the Minister</p> <p>The office General Department of</p> <p>Department of Investment Development</p> | Stakeholders will fulfill their role by participating. | X | X | X | X | X |

| | | | | | | | | | |
|----------|---|---|--|--|---|---|---|---|---|
| Activity | Promote the center through marketing and outreach campaigns to ensure that potential investors are aware of its existence and benefits. | Number of potential investors reached through marketing and outreach campaigns. Percentage of potential investors who have shown interest in the center's services. Cost per lead generated through marketing and outreach campaigns. | The office of the Minister The office General Department of Department of Investment Development Department of Research and Market Analysis | Stakeholders will fulfill their role by participating. | X | X | X | X | X |
|----------|---|---|--|--|---|---|---|---|---|

| | | | | | | | | | |
|----------|--|---|--|--|--|---|---|---|---|
| Activity | Implementation one-stop-shop center for investment | Number of provided one-stop-shop center for investment to investors | The office of the Minister The office General Department of Department of Investment Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |
|----------|--|---|--|--|--|---|---|---|---|

Objective 6 **Mapping potential investment and industrialization opportunities in the country**

| | | | | | | | | | |
|----------|--|--|--|--|---|---|--|--|--|
| Activity | Assessment potential investment and industrialization opportunities in the country | Number of potential investment and industrialization opportunities identified. Percentage of opportunities deemed viable for investment and industrialization | The office of the Minister The office General Department of Department of Investment Development | Stakeholders will fulfill their role by participating. | X | X | | | |
|----------|--|--|--|--|---|---|--|--|--|

| | | | | | | | | | |
|----------|--|--|--|--|--|---|---|---|---|
| Activity | Conduct an investment and industrialization survey to identify potential investment opportunities in different sectors and regions of the country. | Number of respondents to the survey. Percentage of respondents who provide useful and relevant information. | The office of the Minister The office General Department of Department of Industrial Development Department of Investment Development Department of Research and Market Analysis | Stakeholders will fulfill their role by participating. | | X | X | X | X |
|----------|--|--|--|--|--|---|---|---|---|

| | | | | | | | | | |
|----------|---|--|---|--|--|---|---|---|---|
| Activity | Develop a database that includes information about potential investment opportunities, including sector-specific data, infrastructure availability, and regulatory information. | Number of investment opportunities included in the database. Percentage of the database that is accurate and up-to-date | The office of the Minister The office General Department of Department of Investment Development Department of Research and Market Analysis Department of ICT | Stakeholders will fulfill their role by participating. | | X | X | X | X |
|----------|---|--|---|--|--|---|---|---|---|

| | | | | | | | | | |
|----------|---|--|--|--|--|---|---|---|---|
| Activity | Publish the information in a user-friendly format to make it accessible to potential investors. | Number of website visitors who access the information. Time spent on the website by visitors. | The office of the Minister The office General Department of Department of Investment Development Department of Research and Market Analysis | Stakeholders will fulfill their role by participating. | | X | X | X | X |
|----------|---|--|--|--|--|---|---|---|---|

Objective 7 **Developing an investment guide that facilitates the DDI and FDI investors:**

| | | | | | | | | | |
|----------|---|---|--|--|---|---|--|--|--|
| Activity | Assessment the guideline investment which facilitates the investors | Feedback from investors on the usefulness and clarity of the investment guide. Time taken to create and finalize the investment guide. Number of revisions made to the investment guide based on feedback received. | The office of the Minister The office General Department of Department of Investment Development | Stakeholders will fulfill their role by participating. | X | X | | | |
|----------|---|---|--|--|---|---|--|--|--|

| | | | | | | | | | |
|----------|--|--|---|--|---|---|---|---|---|
| Activity | Create an investment guide that explains the investment climate in the country, including legal and regulatory frameworks, sector-specific information, and investment incentives. | Number of pages in the investment guide. Time taken to research and compile the information for the guide. Clarity and completeness of the information in the guide | The office of the Minister The office General Department of Department of Investment Development Department of Research and Market Analysis Department of Planning Department of Legal | Stakeholders will fulfill their role by participating. | X | X | X | X | |
| Activity | Translate the guide into different languages to ensure that it is accessible to a wider audience. | Number of languages the guide has been translated into. Accuracy and clarity of the translations. Percentage of potential investors who are non-native speakers that have accessed the translated guides. | The office of the Minister The office General Department of Department of Investment Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Promote the guide through marketing and outreach campaigns to ensure that potential investors are aware of its existence and benefits. | Number of potential investors reached through marketing and outreach campaigns. Percentage of potential investors who have downloaded or accessed the guide. Cost per lead generated through marketing and outreach campaigns. | The office of the Minister The office General Department of Department of Investment Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |

| Objective 8 | | Creating a Somaliland investment portal for sector opportunities | | | | | | | |
|-------------|--|---|---|--|---|---|---|---|---|
| Activity | Assessment Somaliland investment portal for sector opportunities | Feedback from users on the usefulness and ease of use of the investment portal. Number of visits to the investment portal. | The office of the Minister The office General Department of Department of Investment Development | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Develop an online investment portal that provides information on investment opportunities, legal and regulatory frameworks, and support services available to investors. | Number of pages or sections on the investment portal. Time taken to develop and launch the investment portal. | The office of the Minister The office General Department of Department of Investment Development Department of ICT Department of Planning | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Ensure that the portal is user-friendly and regularly updated with current information. | Feedback from users on the ease of use and navigation of the investment portal. Time taken to update the investment portal with current information. Percentage of outdated information on the investment portal. | The office of the Minister The office General Department of Department of Investment Development Department of ICT Department of Planning | Stakeholders will fulfill their role by participating. | | X | X | X | X |

| | | | | | | | | | |
|--------------------|--|--|---|--|---|---|---|---|---|
| Activity | Promote the portal through marketing and outreach campaigns to ensure that potential investors are aware of its existence and benefits. | <p>Number of potential investors reached through marketing and outreach campaigns.</p> <p>Percentage of potential investors who have visited the investment portal.</p> <p>Cost per lead generated through marketing and outreach campaigns.</p> | <p>The office of the Minister</p> <p>The office General Department of</p> <p>Department of Investment Development</p> <p>Department of Planning</p> | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Implementation Somaliland investment portal for sector opportunities | <p>Number of investment opportunities identified and listed on the portal.</p> <p>Number of investors who have used the portal to identify investment opportunities.</p> <p>Amount of investment attracted through the portal.</p> | <p>The office of the Minister</p> <p>The office General Department of</p> <p>Department of Investment Development</p> <p>Department of Planning</p> | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Objective 9 | | Coordinating inter-ministerial and sectional collaboration and cooperation for conducting consultative meetings and dialogues between the MDAs | | | | | | | |
| Activity | Assessment inter-ministerial and sectional collaboration and cooperation for conducting consultative meetings and dialogues between the MDAs | <p>Feedback from different ministries and agencies on the effectiveness of collaboration and cooperation.</p> <p>Number of joint initiatives or projects carried out as a result of inter-ministerial and sectional collaboration</p> | <p>The office of the Minister</p> <p>The office General Department of</p> <p>Department of Planning</p> <p>Department of Investment Development</p> | Stakeholders will fulfill their role by participating. | X | X | | | |

| | | | | | | | | | |
|----------|--|---|--|--|---|---|---|---|---|
| Activity | Establish an inter-ministerial investment coordination committee to facilitate collaboration and communication between different ministries and agencies involved in investment promotion. | Number of ministries and agencies represented on the committee. Time taken to establish the committee and hold its first meeting. | The office of the Minister The office General Department of Department of Planning Department of Investment Development | Stakeholders will fulfill their role by participating. | X | X | X | X | |
| Activity | Organize regular consultative meetings and dialogues to ensure that all stakeholders are aware of the investment climate and to identify any challenges or issues that need to be addressed. | Number of meetings and dialogues held per year. Attendance rate of key stakeholders such as investors and industry experts. Feedback from attendees on the usefulness and relevance of the meetings and dialogues. | The office of the Minister The office General Department of Department of Planning Department of Investment Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Develop a mechanism for addressing and resolving any issues that arise during the investment process. | Time taken to address and resolve issues that arise during the investment process. Feedback from investors on the effectiveness and responsiveness of the mechanism. Number of issues that are successfully resolved through the mechanism. | The office of the Minister The office General Department of Department of Investment Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |

Objective 1

Developing national industrial policy, act, and researches

| | | | | | | | | | |
|----------|---|--|---|--|---|---|---|---|---|
| Activity | Assessment national industrial policy, act, and researches | Number of comprehensive reports and recommendations submitted to the concerned authorities within the stipulated time frame, detailing the strengths, weaknesses, opportunities, and threats of the national industrial policy, act, and researches. | The office of the Minister The office General Department of Department of Industrial Development Department of Planning Department of Legal | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Analyzing national industrial policy, act, and researches | Percentage increase in the accuracy and relevance of the industrial policies, acts, and researches analyzed, resulting in informed and effective decision-making | The office of the Minister The office General Department of Department of Industrial Development Department of Planning | Stakeholders will fulfill their role by participating. | X | X | X | | |
| Activity | Conducting research and analysis to identify current industrial trends and potential areas for growth | Number of new industrial trends identified and potential growth areas recommended, with a high potential for successful implementation and growth of the industrial sector | The office of the Minister The office General Department of Industrial Development Department of Research and Market Analysis Department of Planning | Stakeholders will fulfill their role by participating. | | X | X | X | X |

| | | | | | | | | | |
|--------------------|---|--|---|--|---|---|---|---|---|
| Activity | Developing policies and acts that support the growth and development of the industrial sector | Number of new policies and acts developed, implemented, and positively reviewed by the concerned authorities, leading to a sustainable and progressive growth of the industrial sector | The office of the Minister The office General Department of Department of Planning Department of Industrial Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Establishing a committee to oversee the implementation and review of the national industrial policy and act | Percentage increase in the efficiency and effectiveness of the committee's activities in overseeing the implementation and review of the national industrial policy and act, leading to enhanced coordination, communication, and collaboration among stakeholders, resulting in the realization of the policy and act's objectives. | The office of the Minister The office General Department of Department of Planning Department of Industrial Development | Stakeholders will fulfill their role by participating. | X | X | X | X | |
| Objective 2 | | Ensuring the safety, sanitation, and quality of the products produced for the industries | | | | | | | |
| Activity | Assessment the safety, sanitation, and quality of the products produced for the industries | Number of comprehensive safety, sanitation, and quality assessments conducted on industrial products within the stipulated time frame, highlighting the areas of strengths, weaknesses, opportunities, and threats, and recommendations for improvements. | The office of the Minister The office General Department of Department of Compliance and Quality Control Department of Industrial Development | Stakeholders will fulfill their role by participating. | X | X | | | |

| | | | | | | | | | |
|----------|--|---|--|--|---|---|---|---|---|
| Activity | Analyzing the safety, sanitation, and quality of the products produced for the industries | Percentage increase in the accuracy and relevance of safety, sanitation, and quality analyses, resulting in informed and effective decision-making for improvements in the industrial products. | The office of the Minister The office General Department of Department of Compliance and Quality Control Department of Industrial Development | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Establishing regulatory bodies to oversee the safety, sanitation, and quality of industrial products | Number of new regulatory bodies established and operational within the stipulated time frame, with a clear mandate, objectives, and guidelines for overseeing the safety, sanitation, and quality of industrial products | The office of the Minister The office General Department of Department of Compliance and Quality Control Department of Industrial Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Developing and enforcing industrial product standards and regulations | Percentage increase in the compliance of industrial products with safety, sanitation, and quality standards and regulations, resulting in the production of safe, hygienic, and high-quality industrial products. | The office of the Minister The office General Department of Department of Compliance and Quality Control Department of Industrial Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Providing training and education for industrial producers on safety, sanitation, and quality standards | Number of training sessions conducted for industrial producers on safety, sanitation, and quality standards within the stipulated time frame, resulting in increased awareness, understanding, and compliance with safety, sanitation, and quality standards among industrial producers | The office of the Minister The office General Department of Department of Compliance and Quality Control Department of Industrial Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |

| Objective 3 | | Establishment of industrial zones in all regions | | | | | | | |
|-------------|---|---|--|--|---|---|---|---|---|
| Activity | Assessment industrial zones in all regions | Number of comprehensive reports and recommendations submitted to the concerned authorities within the stipulated time frame, highlighting the strengths, weaknesses, opportunities, and threats of the industrial zones in all regions. | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Analyzing industrial zones in all regions | Percentage increase in the accuracy and relevance of the analyses conducted on industrial zones in all regions, resulting in informed and effective decision-making for improvements in the industrial zones. | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Identifying suitable locations for industrial zones in each region | Number of new locations identified and recommended for the establishment of industrial zones within each region, based on factors such as proximity to transportation, access to resources, and market demand. | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | X | X | X | X | X |
| Activity | Providing infrastructure and facilities for the establishment of industrial zones | Percentage increase in the availability and quality of infrastructure and facilities, such as electricity, water, transportation, and communication, required for the establishment of industrial zones, resulting in a conducive environment for industrial growth | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | X | X | X | X | X |

| | | | | | | | | | |
|--------------------|--|--|--|--|---|---|---|---|---|
| Activity | Providing incentives and support for investors to establish businesses in industrial zones | Number of incentives and support programs developed and implemented to attract investors to establish businesses in industrial zones, resulting in increased investments, job creation, and economic growth in the industrial sector. | The office of the Minister The office General Department of Department of Industrial Development Department of Investment Development | Stakeholders will fulfill their role by participating. | X | X | X | X | X |
| Objective 4 | | Encouraging the industries' production awareness and productivity of the country | | | | | | | |
| Activity | Assessment the industries' production awareness and productivity of the country | Number of comprehensive reports and recommendations submitted to the concerned authorities within the stipulated time frame, detailing the current status, challenges, and opportunities for improving the industries' production awareness and productivity of the country. | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Analyzing the industries' production awareness and productivity of the country | Percentage increase in the accuracy and relevance of the analyses conducted on the industries' production awareness and productivity of the country, resulting in informed and effective decision-making for improvements in the industrial productivity | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | X | | | | |

| | | | | | | | | | |
|----------|--|--|--|--|--|---|---|---|---|
| Activity | Conducting training and education programs for industrial producers on best practices for production efficiency and productivity | Number of training and education programs conducted for industrial producers on best practices for production efficiency and productivity within the stipulated time frame, resulting in increased knowledge, skills, and productivity of industrial producers | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Providing incentives and support for industrial producers who adopt innovative and efficient production methods | Number of incentives and support programs developed and implemented to encourage industrial producers to adopt innovative and efficient production methods, resulting in increased adoption of such methods and improved productivity. | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Encouraging collaboration and knowledge-sharing between industrial producers to promote productivity and efficiency | Number of collaborative initiatives and knowledge-sharing programs organized between industrial producers within the stipulated time frame, resulting in enhanced collaboration, learning, and productivity among industrial producers. | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |

| Objective 5 | | Developing industrial sector strategy | | | | | | | |
|-------------|---|--|--|--|---|---|---|---|---|
| Activity | Assessment industrial sector strategy | Number of comprehensive reports and recommendations submitted to the concerned authorities within the stipulated time frame, highlighting the strengths, weaknesses, opportunities, and threats facing the industrial sector strategy. | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Analyzing industrial sector strategy | Percentage increase in the accuracy and relevance of the analyses conducted on the industrial sector strategy, resulting in informed and effective decision-making for improvements in the industrial sector. | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Conducting research and analysis to identify the strengths, weaknesses, opportunities, and threats facing the industrial sector | Number of research and analysis reports submitted within the stipulated time frame, highlighting the strengths, weaknesses, opportunities, and threats facing the industrial sector, resulting in informed decision-making for the development of the industrial sector. | The office of the Minister The office General Department of Department of Industrial Development Department of Research and Market Analysis | Stakeholders will fulfill their role by participating. | | X | X | X | X |

| | | | | | | | | | |
|----------|---|---|---|--|--|---|---|---|---|
| Activity | Developing a comprehensive strategy that outlines goals, objectives, and actions to promote the growth and development of the industrial sector | Number of comprehensive industrial sector development strategies developed within the stipulated time frame, which outline goals, objectives, and actions to promote the growth and development of the industrial sector, resulting in improved industrial growth and development | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Establishing a monitoring and evaluation framework to track progress and make necessary adjustments to the industrial sector strategy | Percentage increase in the effectiveness of the monitoring and evaluation framework established to track progress and make necessary adjustments to the industrial sector strategy, resulting in improved industrial growth and development | The office of the Minister The office General Department of Department of Planning Department of Industrial Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |

Objective 6

Encouraging local industries by conducting the national industries exhibition

| | | | | | | | | | |
|----------|--|--|--|--|---|--|--|--|--|
| Activity | Assessment local industries by conducting the national industries exhibition | Number of comprehensive reports and recommendations submitted to the concerned authorities within the stipulated time frame, detailing the performance and impact of the national industries exhibition on the local industries, including the level of participation, product quality, and revenue generated. | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Analyzing local industries by conducting the national industries exhibition | Percentage increase in the accuracy and relevance of the analyses conducted on the local industries by organizing the national industries exhibition, resulting in informed and effective decision-making for improvements in the local industries. | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | X | | | | |

| | | | | | | | | | |
|----------|--|--|--|--|--|---|---|---|---|
| Activity | Organizing an annual national industries exhibition to showcase locally produced industrial products and services | Number of national industries exhibitions organized within the stipulated time frame, attracting a growing number of exhibitors and visitors, resulting in increased promotion and exposure for locally produced industrial products and services | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Providing networking opportunities for local industrial producers to meet with potential buyers and investors | Number of networking opportunities provided for local industrial producers to meet with potential buyers and investors within the stipulated time frame, resulting in increased sales and investment opportunities for local industrial producers | The office of the Minister The office General Department of D of Industrial Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Providing incentives and support for local industrial producers to participate in the national industries exhibition | Number of incentives and support programs developed and implemented to encourage local industrial producers to participate in the national industries exhibition within the stipulated time frame, resulting in increased participation and improved | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |

Objective 7

Increasing the industrial share and their contribution to the National GDP

| | | | | | | | | | |
|----------|---|---|--|--|---|---|---|---|---|
| Activity | Assessment the industrial share and their contribution to the National GDP | Annual GDP growth rate attributed to the industrial sector as a percentage of the total national GDP. | The office of the Minister The office General Department of Department of Industrial Development Department of Research and market analysis | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Analyzing the industrial share and their contribution to the National GDP | Number of comprehensive analyses and reports conducted on the industrial sector's contribution to the national GDP, highlighting areas of strength and opportunities for growth | The office of the Minister The office General Department of Department of Industrial Development Department of Research and market analysis | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Setting targets for the growth and development of the industrial sector's share in the national GDP | Percentage increase in the industrial sector's contribution to the national GDP within a stipulated time frame, as compared to the previous years. | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |

| | | | | | | | | | |
|----------|---|--|--|--|--|---|---|---|---|
| Activity | Providing incentives and support for industrial producers to expand and diversify their businesses | Number of new and diversified products introduced by industrial producers within a stipulated time frame, resulting from incentives and support provided by the government | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Establishing partnerships and collaborations with international investors and companies to promote the growth and development of the industrial sector. | Number of successful collaborations and partnerships established with international investors and companies within a stipulated time frame, resulting in increased foreign investment and the transfer of technology and knowledge to the local industrial sector. | The office of the Minister The office General Department of Department of industrial Development Department of Investment Development | Stakeholders will fulfill their role by participating. | | X | X | X | X |

S.D.3

Encouraging PPP projects for a better Public- Private Engagement.

Objective 1

To develop PPP policies, acts, guidelines, procedures

| | | | | | | | | | |
|----------|---|---|---|--|---|--|--|--|--|
| Activity | Assessment PPP policies, acts, guidelines, procedures | Time taken to develop and complete the policy acts, guidelines, procedures | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Data collection of PPP policy secondary data acts, guidelines, procedures | Number of stakeholders consulted during the policy development process | The office of the Minister The office General Department of Department of PPP Department of Research and Market analysis | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Conducting meeting with stakeholders | Level of participation and engagement of stakeholders during meetings and consultations | The office of the Minister The office General Department of Department of PPP Department of planning and policy | Stakeholders will fulfill their role by participating. | X | | | | |

| | | | | | | | | | |
|----------|---|--|---|--|--|---|---|---|---|
| Activity | Conducting meeting with consultation of comments with government institutions and line ministries | Number of comments received from government institutions and line ministries during consultations | The office of the Minister The office General Department of Department of PPP Department of planning and policy | Stakeholders will fulfill their role by participating. | | X | X | | |
| Activity | Completion of the policy acts, guidelines, procedures | Time taken to refer the policy acts, guidelines, procedures to the Council of Ministers and the House of Representatives | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Referrals to the Council of Ministers and the House of Representatives | Level of compliance of the policy acts, guidelines, procedures with relevant laws and regulations | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | | | | X | |
| Activity | Implementation of the policy acts, guidelines, procedures | Effectiveness of the policy acts, guidelines, procedures in promoting PPPs in the country | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | | | | X | X |

| Objective 2 | | Develop and approve an action plan for the operationalization of the PPP policy | | | | | | | |
|-------------|--|---|---|--|---|---|---|---|---|
| Activity | Assessment number of action plans developed and implemented | Number of action plans developed and implemented Level of stakeholder satisfaction with the action plan | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Analyzing number of PPP projects initiated through the action plan | Percentage of action plan objectives achieved Level of compliance of PPP projects initiated through the action plan with the policy acts, guidelines, procedures | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Collecting the positive feedback received from stakeholders | Number of PPP projects initiated through the action plan Performance indicators for developing annual reports on the number of PPPs | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | X | X | X | | |
| Activity | Implement the action plan for the operationalization of the PPP policy | Number of jobs created through PPPs initiated through the action plan | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | | X | X | X | X |

| Objective 3 | | To develop reports annually on the number of PPPs established in the country | | | | | | | |
|-------------|---|--|--|--|---|---|---|---|---|
| Activity | Assessment the number of PPPs established annually | <p>Number of PPPs established annually</p> <p>Amount of investment attracted through PPPs established annually</p> <p>Level of compliance of PPPs established with the policy acts, guidelines, procedures</p> | <p>The office of the Minister</p> <p>The office General Department of</p> <p>Department of PPP</p> | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Analyzing amount of investment attracted through PPPs | <p>Impact of PPPs on the economy and society</p> <p>Level of stakeholder satisfaction with PPPs established</p> | <p>The office of the Minister</p> <p>The office General Department of</p> <p>Department of PPP</p> <p>Department of Investment Development</p> | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | To know the Number of jobs created through PPPs | <p>Number of successful PPP projects and their contribution to the development goals of the country</p> <p>Number of jobs created through PPPs established annually</p> | <p>The office of the Minister</p> <p>The office General Department of</p> <p>Department of PPP</p> | Stakeholders will fulfill their role by participating. | | X | X | X | X |

Objective 4

To develop research data available on the impact of the PPP policy and projects

| | | | | | | | | | |
|----------|--|---|---|--|---|---|---|---|---|
| Activity | Assessment the Number of research studies conducted annually | Number of research studies conducted annually: This indicator measures the frequency of research studies conducted each year to evaluate the impact of PPP policy and projects. It can be calculated by counting the number of studies completed in a given year. | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Analyzing Key findings and recommendations from the research studies | Key findings and recommendations from the research studies: This indicator assesses the quality of research studies by analyzing the key findings and recommendations made in the reports. It can be evaluated by reviewing the reports and identifying the main conclusions and suggestions. | The office of the Minister The office General Department of Department of PPP Department of Research and Market Analysis | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Collecting the Number of positive feedbacks received from stakeholders | Number of positive feedbacks received from stakeholders: This indicator evaluates stakeholder satisfaction with the research studies by measuring the number of positive feedbacks received. Feedback can be collected through surveys, interviews, or other means. | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | | X | X | X | X |

Objective 5

To conduct existing, possible, and potential sectors assessment which the private companies and government may invest through PPPs

| | | | | | | | | | |
|----------|--|---|---|--|---|---|---|---|---|
| Activity | Number of sectors assessed | Number of sectors assessed: This indicator measures the scope of the sector assessments conducted to identify areas for potential PPP investment. It can be calculated by counting the number of sectors assessed. | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Analyzing Key findings and recommendations from the sector assessments | Key findings and recommendations from the sector assessments: This indicator assesses the quality of the sector assessments by analyzing the key findings and recommendations made in the reports. It can be evaluated by reviewing the reports and identifying the main conclusions and suggestions. | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | X | X | X | | |
| Activity | Collecting the Number of positive feedbacks received from stakeholders | Number of positive feedbacks received from stakeholders: This indicator evaluates stakeholder satisfaction with the sector assessments by measuring the number of positive feedbacks received. Feedback can be collected through surveys, interviews, or other means. | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | | X | X | X | X |

Objective 6

Establishing a friendly and trust ship environment between the government institutions and domestic private companies through PPD events

| | | | | | | | | | |
|----------|---|---|---|--|---|---|--|--|--|
| Activity | Assessment a friendly and trust ship environment between the government institutions and domestic private companies | Assessment of a friendly and trust ship environment between the government institutions and domestic private companies: This indicator measures the existing level of trust and collaboration between government institutions and domestic private companies. It can be evaluated through surveys, interviews, or other means. | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Analyzing a friendly and trust ship environment between the government institutions and domestic private companies | Analysis of a friendly and trust ship environment between the government institutions and domestic private companies: This indicator assesses the quality of the relationship between government institutions and domestic private companies by analyzing the level of cooperation, communication, and mutual understanding. It can be evaluated through surveys, interviews, or other means. | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | X | X | | | |

| | | | | | | | | | |
|----------|--|---|--|--|--|---|---|---|---|
| Activity | Create a friendly and trust ship environment between the government institutions and domestic private companies through PPD events | Creation of a friendly and trust ship environment between the government institutions and domestic private companies through PPD events: This indicator measures the effectiveness of PPD events in improving the relationship between government institutions and domestic private companies. It can be evaluated by measuring the level of participation, engagement, and satisfaction of the participants. | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Collecting the feedback received from participants | Feedback received from participants: This indicator evaluates stakeholder satisfaction with the PPD events by measuring the feedback received from the participants. Feedback can be collected through surveys, interviews, or other means. | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | | | | X | X |

| Objective 7 | | Developing PPP center for development of project for investment opportunities | | | | | | | |
|-------------|---|---|--|--|---|---|---|---|---|
| Activity | Number of investment opportunities developed through the PPP center | Number of investment opportunities developed through the PPP center: This performance indicator measures the effectiveness of the PPP center in identifying and developing investment opportunities. The higher the number of investment opportunities developed, the better the performance of the center. | The office of the Minister The office General Department of Department of PPP Department of Investment Development | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Amount of investment attracted through the PPP center | Amount of investment attracted through the PPP center: This performance indicator measures the success of the PPP center in attracting investment to the projects developed. The higher the amount of investment attracted, the better the performance of the center. | The office of the Minister The office General Department of Department of PPP Department of Investment Development | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Number of positive feedback received from stakeholders | Number of positive feedback received from stakeholders: This performance indicator measures the satisfaction level of stakeholders with the PPP center's services. Positive feedback indicates that the center is meeting stakeholders' expectations and needs. | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | X | X | X | X | X |

Objective 8

To improve access of finance for SMEs with collaboration to financial providers

| | | | | | | | | | |
|----------|---|--|---|--|---|---|---|---|---|
| Activity | Assessment the access of finance for SMEs with collaboration to financial providers | Assessment of access to finance for SMEs with collaboration to financial providers: This performance indicator measures the current level of access to finance for SMEs with collaboration to financial providers. It helps identify areas that need improvement. | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Analyzing access of finance for SMEs with collaboration to financial providers | Analyzing access to finance for SMEs with collaboration to financial providers: This performance indicator helps to identify the factors affecting access to finance for SMEs and how collaboration with financial providers can improve the situation. | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Knowing the Number of financial providers collaborating with the government to improve access to finance for SMEs | Number of financial providers collaborating with the government to improve access to finance for SMEs: This performance indicator measures the level of engagement of financial providers with the government in improving access to finance for SMEs. A higher number indicates a more effective collaboration. | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | | X | X | X | X |

| | | | | | | | | | |
|--------------------|--|--|---|--|---|---|---|---|---|
| Activity | Knowing Number of SMEs benefiting from the collaboration | Number of SMEs benefiting from the collaboration: This performance indicator measures the impact of collaboration between financial providers and the government on SMEs. The higher the number of SMEs benefiting, the better the performance of the collaboration. | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | | | X | X | X |
| Objective 9 | | Coordinating business financing and funding programs which financial institutions, development partners, government institutions, and other private sector are going to provide for the business enterprises | | | | | | | |
| Activity | Assessment business financing and funding programs | Assessment of business financing and funding programs: This performance indicator measures the effectiveness of existing business financing and funding programs in meeting the needs of business enterprises. It helps identify areas that need improvement. | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Analyzing business financing and funding programs | Analyzing business financing and funding programs: This performance indicator helps to identify the factors affecting the success of business financing and funding programs and how to improve them. | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | X | X | | | |

| | | | | | | | | | |
|----------|--|---|--|--|--|---|---|---|---|
| Activity | Number of financing and funding programs coordinated annually | Number of financing and funding programs coordinated annually: This performance indicator measures the level of coordination between financial institutions, development partners, government institutions, and other private sectors in providing financing and funding programs. A higher number indicates more effective coordination. | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Knowing Amount of financing and funding provided to business enterprises | Amount of financing and funding provided to business enterprises: This performance indicator measures the impact of financing and funding programs on business enterprises. The higher the amount of financing and funding provided, the better the performance of the programs. | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | | X | X | X | X |

S.D.4

Strengthening Institutional Frameworks and Capacity Building

Objective 1

To recognize rules and procedures that dictate how certain matters should be addressed in the ministry's workplace

| | | | | | | | | | |
|----------|--|---|---|--|---|---|---|---|---|
| Activity | Assessment rules and procedures that dictate how certain matters should be addressed in the ministry's workplace | Number of rules and procedures assessed | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Analyzing rules and procedures that dictate how certain matters should be addressed in the ministry's workplace | Time taken to complete the assessment | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Conduct a training session on workplace policies and procedures for all staff members | Number of areas identified for improvement in the workplace policies and procedures | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Organize a workshop for managers and supervisors on how to effectively enforce workplace rules and procedures. | Percentage of policies and procedures updated | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | | | X | X | |
| Activity | Conduct a review of existing policies and procedures and update them as necessary. | Feedback from staff members on the effectiveness of the updated policies and procedures | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | X | X | X | X | X |

| Objective 2 | | To develop capacity building projects for improvement staffs skills | | | | | | | |
|-------------|--|--|---|--|---|---|---|---|---|
| Activity | Assessment capacity building | Number of staff members assessed for capacity building needs | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Analyzing capacity building | Time taken to complete the assessment | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Identify areas where staff members require training or skill development | Number of training programs, workshops, and seminars developed and implemented | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | | X | X | | |
| Activity | Develop and implement training programs, workshops, and seminars to address these areas | Number of staff members who attended external training courses and conferences | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | | | | X | X |
| Activity | Provide opportunities for staff members to attend external training courses and conferences. | Feedback from staff members on the effectiveness of the training programs | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | | | | | X |

| Objective 3 | | Employee rights and duties, including an increase of remuneration | | | | | | | |
|-------------|--|--|---|--|---|---|---|---|---|
| Activity | Assessment Employee rights and duties | Number of staff members and units assessed for support needs | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Analyzing Employee rights and duties | Time taken to complete the needs assessment | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Conduct a review of the current remuneration package and benefits for staff members | Number of initiatives developed and implemented | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | | X | X | | |
| Activity | Consult with staff members and relevant stakeholders to determine if an increase in remuneration is required | Percentage of staff members and units who received support | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | | | X | X | X |
| Activity | Develop a plan for implementing any changes to the remuneration package and benefits. | Feedback from staff members and units on the effectiveness of the support provided | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | | | X | X | X |

Objective 4

Building the ability of the ministry staff and its units to perform functions effectively, efficiently and sustainably

| | | | | | | | | | |
|----------|--|--|---|--|---|---|---|---|---|
| Activity | Assessment the ability of the ministry staff and its units | Staff and unit assessment completion rate: The percentage of staff and units that have completed the assessment process to determine their ability and identify areas for improvement. | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Analyzing the ability of the ministry staff and its units | Improvement rate: The percentage increase in the ability of staff and units after implementing the initiatives developed to address their needs. | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Conduct a needs assessment to determine areas where staff members and units require support. | Initiative effectiveness: The percentage of staff and units that have reported improvement in their ability as a result of the coaching, mentoring, and on-the-job training initiatives. | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Develop and implement initiatives to address the identified needs, such as coaching, mentoring, and on-the-job training. | Initiative completion rate: The percentage of staff and units that have completed the coaching, mentoring, and on-the-job training initiatives. | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | | | X | X | X |
| Activity | Monitor and evaluate the effectiveness of these initiatives and make adjustments as necessary. | Monitoring and evaluation compliance rate: The percentage of initiatives that have been monitored and evaluated to determine their effectiveness, and adjustments made as necessary | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | | | X | X | X |

| Objective 5 | | Improving the working environment by building new offices | | | | | | | |
|-------------|--|--|---|--|---|---|---|---|---|
| Activity | Assessment the working environment | Feasibility study completion rate: The percentage of the feasibility study completed to determine the need for new offices. | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Analyzing the working environment | Budget adherence: The percentage of the construction process completed within the allocated budget. | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Conduct a feasibility study to determine the need for new offices | Construction timeline compliance rate: The percentage of the construction process completed within the stipulated timeframe. | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | | | X | X | X |
| Activity | Develop a plan for the design and construction of new offices | Staff satisfaction rate: The percentage of staff who report improved working conditions in the new offices. | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | | | X | X | X |
| Activity | Monitor and evaluate the construction process to ensure that it is on track and within budget. | Monitoring and evaluation compliance rate: The percentage of constructions that have been monitored and evaluated to determine their effectiveness, and adjustments made as necessary. | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | | | X | X | X |

| Objective 6 | | Develop and implement staff training capacity | | | | | | | |
|-------------|--|--|---|--|---|---|---|---|---|
| Activity | Assessment staff training capacity | Training needs assessment completion rate: The percentage of staff who have completed the review process to determine their training needs. | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Analyzing staff training capacity | Training capacity improvement rate: The percentage increase in the training capacity after implementing the plan to enhance the capacity. | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Conduct a review of the current training capacity and identify areas for improvement | Training effectiveness: The percentage of staff who report improvement in their skills and knowledge as a result of the enhanced training capacity. | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Develop a plan for enhancing the training capacity, such as purchasing new training equipment or software | Training completion rate: The percentage of staff who have completed the training programs provided after enhancing the training capacity. | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | | | X | X | |
| Activity | Monitor and evaluate the effectiveness of the enhanced training capacity and make adjustments as necessary | Monitoring and evaluation compliance rate: The percentage of training programs that have been monitored and evaluated to determine their effectiveness, and adjustments made as necessary. | The office of the Minister The office General Department of Department of HRM | Stakeholders will fulfill their role by participating. | | X | X | X | X |

S.D. 5

Development of investment and industries for Special Economic Zones investment

Objective 1

Developing Research for identifying opportunities for Special Economic Zone

| | | | | | | | | | |
|----------|--|--|---|--|---|---|---|---|---|
| Activity | Assessment opportunities for Special Economic Zone | Number of potential opportunities identifies | The office of the Minister The office General Department of Department of SEZ | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Analyzing opportunities for Special Economic Zone | Quality of market analysis | The office of the Minister The office General Department of Department of SEZ | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Conduct a comprehensive market analysis of the local and regional business environment to identify potential opportunities for a Special Economic Zone. | Stakeholder engagement | The office of the Minister The office General Department of Department of SEZ | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Engage with industry experts and stakeholders to gather insights on the feasibility of establishing a Special Economic Zone in the target area. | Comparative analysis | The office of the Minister The office General Department of Department of SEZ | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Conduct a comparative analysis of successful Special Economic Zones in other regions and countries to learn best practices and identify potential challenges. | Identify the number of potential challenges | The office of the Minister The office General Department of Department of SEZ | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Collaborate with academic institutions to conduct a research study on the economic, social, and environmental impacts of establishing a Special Economic Zone. | Identify number of academic institutions that collaborates with us | The office of the Minister The office General Department of Department of SEZ | Stakeholders will fulfill their role by participating. | | X | X | X | X |

| Objective 2 | | Developing inter-agency collaboration among relevant agencies for Special Economic Zone | | | | | | | |
|-------------|--|---|---|--|---|---|---|---|---|
| Activity | Assessment inter-agency collaboration among relevant agencies for Special Economic Zone | Workshop participation | The office of the Minister The office General Department of Department of SEZ | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Analyzing inter-agency collaboration among relevant agencies for Special Economic Zone | Task force effectiveness | The office of the Minister The office General Department of Department of SEZ | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Organize a multi-stakeholder workshop to bring together key government agencies, industry associations, and business leaders to discuss the potential benefits and challenges of establishing a Special Economic Zone. | Shared vision and roadmap | The office of the Minister The office General Department of Department of SEZ | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Establish a task force comprising of representatives from relevant government agencies to facilitate inter-agency collaboration and coordination for the establishment of a Special Economic Zone. | Communication effectiveness | The office of the Minister The office General Department of Department of SEZ | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Develop a shared vision and roadmap for the establishment of the Special Economic Zone in collaboration with all stakeholders. | number of stakeholders engaged in the process of developing a shared vision and roadmap for the Special Economic Zone | The office of the Minister The office General Department of Department of SEZ | Stakeholders will fulfill their role by participating. | | X | X | X | X |

| | | | | | | | | | |
|--------------------|--|--|---|--|---|---|---|---|---|
| Activity | Foster regular communication and information-sharing among relevant government agencies to ensure efficient and effective implementation of the Special Economic Zone. | Measure the frequency of communication between relevant government agencies to ensure that information is being shared regularly and that progress is being tracked. | The office of the Minister The office General Department of Department of SEZ | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Objective 3 | | Preparing project related to SEZ for investment and industrial development | | | | | | | |
| Activity | Assessment project related to SEZ for investment and industrial development | Project plan completeness | The office of the Minister The office General Department of Department of SEZ | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Analyzing project related to SEZ for investment and industrial development | Feasibility study quality | The office of the Minister The office General Department of Department of SEZ | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Develop a comprehensive project plan for the establishment of the Special Economic Zone, including infrastructure development, regulatory frameworks, and investment incentives. | Investor and partner identification | The office of the Minister The office General Department of Department of SEZ | Stakeholders will fulfill their role by participating. | | X | X | | |
| Activity | Conduct a feasibility study to assess the economic viability of the Special Economic Zone and its potential impact on local and regional economic development | Regulatory efficiency | The office of the Minister The office General Department of Department of SEZ | Stakeholders will fulfill their role by participating. | | | X | X | |

| | | | | | | | | | |
|----------|--|---|--|--|--|--|---|---|---|
| Activity | Identify potential investors and strategic partners for the Special Economic Zone project through targeted marketing and outreach efforts. | Lead generation Conversion rate Investment value | The office of the Minister The office General Department of Department of SEZ | Stakeholders will fulfill their role by participating. | | | X | X | |
| Activity | Facilitate investment and business development opportunities by establishing a one-stop-shop for investors and businesses interested in the Special Economic Zone, providing streamlined regulatory procedures and incentives. | Investor satisfaction Investment value Time to market | The office of the Minister The office General Department of Department of SEZ | Stakeholders will fulfill their role by participating. | | | | X | X |

S.D. 6

Automation for Investment and Industrial Development Registration

Objective 1

Promoting foreign direct investment

| | | | | | | | | | |
|----------|---|--|--|--|---|---|---|---|---|
| Activity | Assessment foreign direct investment | Number of foreign investors attracted through investment summits and conferences. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Analyzing foreign direct investment | Growth rate of foreign direct investment in priority sectors. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Organizing investment summits and conferences to showcase investment opportunities and attract potential investors. | Number of successful investment matches between potential investors and local businesses. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | | X | X | | |
| Activity | Collaborating with foreign embassies and trade associations to promote investment opportunities in the country. | Number of foreign embassies and trade associations engaged in investment promotion activities. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | | | X | X | |
| Activity | Developing marketing materials and campaigns to highlight the benefits of investing in the country. | Increase in positive media coverage of investment opportunities in the country. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | | | X | X | |
| Activity | Offering tax incentives and other benefits to foreign investors who invest in priority sectors | Number of foreign investors who benefit from tax incentives and other benefits. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | | X | X | X | X |

| | | | | | | | | | |
|--------------------|---|--|--|--|---|---|---|---|---|
| Activity | Providing investment promotion services to potential investors, such as market research, business matching, and site visits. | Number of potential investors who received investment promotion services, such as market research and site visits. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | X | X | X | X | X |
| Objective 2 | | Increasing investment opportunities | | | | | | | |
| Activity | Assessment investment opportunities | Number of new investment opportunities identified through feasibility studies and sectoral analyses. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Analyzing investment opportunities | Percentage change in the number of registered SMEs and startups. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Conducting feasibility studies and sectoral analyses to identify investment opportunities in different sectors of the economy | Number of successful public-private partnership projects. | The office of the Minister The office General Department of Department of Investment Department of research and Market Analysis | Stakeholders will fulfill their role by participating. | | X | X | | |
| Activity | Implementing regulatory reforms and policy changes to create a more favorable investment climate | Increase in the value of large-scale infrastructure investments. | The office of the Minister The office General Department of Department of Investment Department of Legal | Stakeholders will fulfill their role by participating. | | | X | X | X |

| | | | | | | | | | |
|--------------------|--|---|--|--|---|---|---|---|---|
| Activity | Supporting the development of small and medium-sized enterprises (SMEs) and startups through incubation and acceleration programs. | Number of financial institutions and development banks that partner with the government to provide financing for investors. | The office of the Minister The office General Department of Investment Department of PPP | Stakeholders will fulfill their role by participating. | | | X | X | X |
| Activity | Encouraging public-private partnerships (PPPs) to develop infrastructure projects and other large-scale investments. | Increase in the ease of doing business index. | The office of the Minister The office General Department of PPP | Stakeholders will fulfill their role by participating. | X | | X | X | X |
| Activity | Facilitating access to financing for investors through partnerships with financial institutions and development banks. | Number of successful incubation and acceleration programs for SMEs and startups | The office of the Minister The office General Department of PPP | Stakeholders will fulfill their role by participating. | | | X | X | X |
| Objective 3 | | Improving government interactions with investment and industry | | | | | | | |
| Activity | Assessment government interactions with investment and industry | Reduction in the time required to obtain investment permits and licenses. | The office of the Minister The office General Department of Investment Department of Industrial | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Analyzing government interactions with investment and industry | Number of permits and licenses processed through the one-stop-shop. | The office of the Minister The office General Department of Investment Department of Industrial | Stakeholders will fulfill their role by participating. | X | X | | | |

| | | | | | | | | | |
|----------|--|---|--|--|--|---|---|---|---|
| Activity | Streamlining the procedures and requirements for obtaining investment permits and licenses | Increase in investor satisfaction scores through the feedback mechanism. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Providing a one-stop-shop for investors to obtain all necessary permits and licenses. | Reduction in the number of complaints and grievances from investors. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Establishing a dedicated investment ombudsman to handle complaints and grievances from investors | Increase in the number of government officials trained in investment issues and industry needs. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Creating a business-friendly regulatory environment by reducing bureaucratic red tape and corruption. | Increase in the number of regulatory reforms and policy changes implemented | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Activity | Providing training and capacity building to government officials to improve their understanding of investment issues and industry needs. | Reduction in bureaucratic red tape and corruption. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | | | X | X | X |

| Objective 4 | | Providing a friendly, affordable, and efficient interface between a ministry and investors | | | | | | | |
|-------------|---|---|--|--|---|---|---|---|--|
| Activity | Assessment how friendly, affordable, and efficient interface between a ministry and investors | Number of investors who use the online platform to interact with the ministry. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Analyzing how friendly, affordable, and efficient interface between a ministry and investors | Increase in the number of foreign investors who use multilingual services. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Developing a user-friendly online platform for investors to interact with the ministry and access information and services. | Percentage change in the cost of services such as permit processing and investment promotion. | The office of the Minister The office General Department of Department of ICT Department of Investment | Stakeholders will fulfill their role by participating. | | | X | X | |
| Activity | Providing multilingual services to cater to the needs of foreign investors. | Reduction in the time required to receive services. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Offering affordable and transparent pricing for services such as permit processing and investment promotion. | Increase in positive feedback from investors on the quality of services. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | | | X | X | |

| | | | | | | | | | |
|--------------------|--|---|--|--|---|---|---|---|--|
| Activity | Ensuring timely and efficient service delivery through the use of technology and performance indicators. | Increase in the number of services provided through the online platform. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Establishing a feedback mechanism to gather input from investors on the quality of services and areas for improvement. | Number of new partnerships established with the private sector to improve service delivery. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Objective 5 | | Improving access to information on the procedures and guidelines of obtaining certificates | | | | | | | |
| Activity | Assessment the access to information on the procedures and guidelines of obtaining certificates | Number of downloads and views of the comprehensive guidebook on investment procedures and requirements. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Analyzing the access to information on the procedures and guidelines of obtaining certificates | Increase in the number of investors who attend training and information sessions. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Developing a comprehensive and user-friendly guidebook on the procedures and requirements for obtaining investment permits and licenses. | Number of inquiries answered through the help desk. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | | | X | X | |

| | | | | | | | | | |
|--------------------|--|--|---|--|---|---|---|---|---|
| Activity | Providing training and information sessions for investors on the investment process and regulatory framework | Reduction in the time required for investors to obtain information on investment procedures and requirements. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Establishing a help desk to answer investor inquiries and provide guidance on the investment process. | Increase in the number of investors who report finding the information provided helpful. | The office of the Minister The office General Department of Department of Investment | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Creating a database of frequently asked questions and common issues faced by investors, along with their solutions | Reduction in the number of errors and mistakes made by investors during the investment process. | The office of the Minister The office General Department of Department of ICT | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| S.D. 7 | | Investment and Industrial Development as a tool for Poverty Eradication | | | | | | | |
| Objective 1 | | Creating programs for investment that encourage job opportunities | | | | | | | |
| Activity | Assessment the programs for investment that encourage job opportunities | Number of targeted investment programs developed for priority sectors with high potential for job creation, such as agriculture, tourism, and manufacturing. | The office of the Minister The office General Department of Department of PPP | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Analyzing programs for investment that encourage job opportunities | Amount of incentives offered to investors who create jobs, such as tax breaks or subsidies, as a percentage of total investment. | The office of the Minister The office General Department of Department of Investment development | Stakeholders will fulfill their role by participating. | X | | | | |

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|----------|--|---|--|--|---|---|---|---|--|
| Activity | Developing targeted investment programs for priority sectors that have high potential for job creation, such as agriculture, tourism, and manufacturing. | Number of collaborations established with vocational training centers and universities to provide skills training to job seekers. | The office of the Minister The office General Department of Department of Investment development | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Offering incentives for investors who create jobs, such as tax breaks or subsidies. | Number of business incubators and accelerators established to support entrepreneurship and job creation. | The office of the Minister The office General Department of Department of Investment development | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Collaborating with vocational training centers and universities to provide skills training to job seekers. | Number of social enterprises and community-based businesses promoted that prioritize job creation and community development. | The office of the Minister The office General Department of Department of Investment development Department of Research and Market Analysis | Stakeholders will fulfill their role by participating. | X | X | | | |
| Activity | Establishing business incubators and accelerators to support entrepreneurship and job creation. | Number of business incubators and accelerators established to support entrepreneurship and job creation. | The office of the Minister The office General Department of Department of Investment development | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Promoting social enterprises and community-based businesses that prioritize job creation and community development. | Number of social enterprises and community-based businesses promoted that prioritize job creation and community development. | The office of the Minister The office General Department of Department of Investment development | Stakeholders will fulfill their role by participating. | | X | X | X | |

| Objective 2 | | Developing projects and business plans that increase economic growth | | | | | | | |
|-------------|---|---|---|--|---|---|---|---|--|
| Activity | Assessment the projects and business plans that increase economic growth | Number of detailed business plans developed for high-potential investment opportunities, including market analysis, financial projections, and risk assessment. | The office of the Minister The office General Department of Department of PPP Department of Investment development | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Analyzing projects and business plans that increase economic growth | Number of public-private partnerships established to develop large-scale projects that require significant capital investment. | The office of the Minister The office General Department of Department of PPP Department of Investment development | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Conducting sectoral analyses and feasibility studies to identify high-potential investment opportunities that can boost economic growth | Amount of support provided to small and medium-sized enterprises (SMEs) and startups to develop and implement their business plans | The office of the Minister The office General Department of Department of PPP Department of Investment development | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Developing detailed business plans for each investment opportunity, including market analysis, financial projections, and risk assessment | Number of sectoral analyses and feasibility studies conducted to identify high-potential investment opportunities that can boost economic growth. | The office of the Minister The office General Department of Department of PPP Department of Investment development | Stakeholders will fulfill their role by participating. | | X | X | X | |

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|--------------------|---|--|--|--|---|---|---|---|--|
| Activity | Establishing public-private partnerships to develop large-scale projects that require significant capital investment. | Number and percentage of project of PPP establish | The office of the Minister The office General Department of Department of PPP Department of Investment development | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Providing support to small and medium-sized enterprises (SMEs) and startups to develop and implement their business plans | Number and percentage of SMEs get a support to start up or to develop | The office of the Minister The office General Department of Department of PPP Department of Investment development | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Objective 3 | | Encouraging productivity of the country for job creation and eradication of poverty | | | | | | | |
| Activity | Assessment the productivity of the country for job creation and eradication of poverty | Number of policies and programs developed to promote productivity and efficiency in the economy, such as regulatory reforms, tax incentives, and infrastructure investments. | The office of the Minister The office General Department of Department of Industrial Development Department of Investment development | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Analyzing the productivity of the country for job creation and eradication of poverty | Number of collaborations established with industry associations and unions to improve working conditions and labor productivity | The office of the Minister The office General Department of Department of Industrial Development Department of Investment development | Stakeholders will fulfill their role by participating. | X | X | | | |

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|----------|--|---|---|--|--|---|---|---|--|
| Activity | Developing policies and programs that promote productivity and efficiency in the economy, such as regulatory reforms, tax incentives, and infrastructure investments | Amount of access to finance provided for micro and small businesses to invest in equipment and technology that can increase productivity. | The office of the Minister The office General Department of Department of Industrial Development Department of Investment development | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Collaborating with industry associations and unions to improve working conditions and labor productivity | Number of training and skills development programs developed to equip workers with the skills needed to succeed in the modern economy. | The office of the Minister The office General Department of Department of Industrial Development Department of Investment development | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Providing access to finance for micro and small businesses to invest in equipment and technology that can increase productivity | Number of innovations and technology transfers promoted to enhance productivity and competitiveness | The office of the Minister The office General Department of Department of Industrial Development Department of Investment development | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Promoting innovation and technology transfer to enhance productivity and competitiveness. | percentage of development of productivity | The office of the Minister The office General Department of Department of Industrial Development Department of Investment development | Stakeholders will fulfill their role by participating. | | X | X | X | |

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|--------------------|--|--|--|--|---|---|---|---|---|
| Activity | Developing training and skills development programs to equip workers with the skills needed to succeed in the modern economy | Number or percentage of works get a capacity | The office of the Minister The office General Department of Department of Industrial Development Department of Investment development | Stakeholders will fulfill their role by participating. | | X | X | X | X |
| Objective 4 | | Making Somaliland a manufacturing hub to boost economic development | | | | | | | |
| Activity | Assessment the manufacturing hub to boost economic development | Number of targeted investment programs developed for priority sub-sectors, such as textile and garment manufacturing, food processing, and construction materials. | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Analyzing the manufacturing hub to boost economic development | Amount of incentives offered to investors to set up manufacturing facilities, such as tax breaks, land allocation, and access to finance. | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | X | | | | |
| Activity | Conducting a comprehensive assessment of the manufacturing sector to identify its strengths and weaknesses, and opportunities for growth | Amount of investment made in infrastructure and logistics to facilitate the movement of goods and raw materials. | The office of the Minister The office General Department of Department of of Industrial Development | Stakeholders will fulfill their role by participating. | | X | X | | |

| | | | | | | | | | |
|----------|---|---|--|--|---|---|---|---|--|
| Activity | Developing targeted investment programs for priority sub-sectors, such as textile and garment manufacturing, food processing, and construction materials. | Number of promotional campaigns conducted to promote Somaliland as a manufacturing hub, both locally and internationally. | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Providing incentives for investors to set up manufacturing facilities, such as tax breaks, land allocation, and access to finance | Number of comprehensive assessments conducted on the manufacturing sector to identify its strengths and weaknesses, and opportunities for growth. | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | | X | X | X | |
| Activity | Investing in infrastructure and logistics to facilitate the movement of goods and raw materials. | The percentage how the goods facilitate to move also the raw materials | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | X | X | X | X | |
| Activity | Promoting Somaliland as a manufacturing hub through marketing and promotional campaigns, both locally and internationally | The percentage of Somaliland manufacturing promote | The office of the Minister The office General Department of Department of Industrial Development | Stakeholders will fulfill their role by participating. | | X | X | X | |

| | | | | | | | | | |
|----------|--|--|---|--|--|---|---|---|---|
| Activity | Developing training and skills development programs to equip workers with the skills needed to succeed in the modern economy | Number or percentage of works get a capacity | The office of the Minister The office General Department of Department of Industrial Development Department of Investment development | Stakeholders will fulfill their role by participating. | | X | X | X | X |
|----------|--|--|---|--|--|---|---|---|---|



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