



REPUBLIC OF SOMALILAND

**Ministry of Information, Culture and
National Guidance**

**STRATEGIC PLAN
2020-2025**

VISION STATEMENT

A catalyst for knowledge-based Somaliland society driven by relevant information, culture and national guidance.

MISSION STATEMENT

To ensure that Somaliland people have access to timely and relevant information on the policies, programs and achievements of the government through free flow of information

FORWARD

ACKNOWLEDGEMENT

Table of Contents

FORWARD 3

ACKNOWLEDGEMENT 4

Chapter I: Overview of the Strategic Plan 9

Chapter II: Historical Background **Error! Bookmark not defined.**

Chapter III: An Overview of the Ministry’s Mandate and New Strategy 13

Chapter IV: Assessment of Current Situation..... 17

Chapter V: Defining Aspirations and Establishing Strategic Initiatives 30

Chapter VI: Implementation of the Strategy Plan..... 41

References:..... 43

List of Acronyms

Executive Summary

It has been established that information is a key factor for any development process. In light of the catalytic role that information plays in national development, the Somaliland government has followed a policy to ensure optimum utilization of this resource towards socio-economic development. Timely and relevant information must be available for government to implement the long term National Development Plan (NDP) at all levels of implementation. Developments in Information and Communication Technology (ICT) have dramatically changed the way information is collected, stored, processed, disseminated and used, thus making it the most powerful tool for modernization and development.

The Horn of Africa is one of the poorest regions in the world and has the lowest access to information and communication resources. However, the telecommunications situation in sub-Saharan Africa has changed dramatically over the past decade, with mobile networks, TV stations and internet connections becoming staples throughout the continent. Consequently, for a country like Somaliland, where telecommunications and media technologies have famously been developed far beyond other modern industries, information and its related technologies should play a pivotal and enabling role in the country's national development strategy.

The multifaceted and constantly evolving nature of the information sector requires timely policy and regulatory responses, as well as leadership and institutional arrangements that cut across all sectors and levels of government. Public-private partnerships should also play a part in reformulating and expanding the operations and priorities of the private sector so as to harmonize these with public policy objectives.

This Strategic Plan, which is synchronized with Somaliland's long-term development framework, "Vision 2030", will guide and consolidate the priorities of the Ministry of Information so as to conform its efforts to the overarching goal of transforming Somaliland into a knowledge-based society. This undertaking will fundamentally contribute to national efforts at achieving the vision for 2030. It will act as a catalyst for national socio-economic growth, thereby propelling Somaliland into a society where, by 2030, information technologies will be enmeshed in the state-building framework as a means for enhancing the coordination, transparency, accountability, responsiveness, capacity and scope of development efforts. Through this document, the Ministry of Information will address critical developmental and performance issues, and communicate its long-term strategies.

The Ministry also established a vision and mission statement that management acknowledged will help put in place guidelines for future strategic developments. This is the first time the Ministry has undertaken such an exercise in its 20 years of existence

and delighted staff members asserted that this is a big step forward towards proper operational standards and procedures.

In order to successfully implement the plan, detailed operating procedures with objectives, benchmarks and activities have been worked out and explicitly outlined in a logistical framework. The Ministry also proposes to carry out monitoring and evaluation exercises to make sure that various activities are undertaken within the specified timeframe. Achievable and objectively verifiable indicators have been developed to guide the monitoring and evaluation activities.

In its conclusion, the Strategic Plan looks at concrete recommendations for successfully implementing the Ministry's ambitious project of reform and growth. It is expected that successful implementation of this plan will produce an outcome that will provide Somaliland with the necessary foundational material for managing the country's knowledge base in a way that aids in national development and helps Somaliland to achieve its long-term vision.

Chapter I: INTRODUCTION

The Ministry of Information has a long history that has its roots in the colonial era and has gone through several manifestations throughout Somaliland's post-colonial experience. The Ministry manages four main media outlets that include the famous Radio Hargeisa, the National News Agency (SOLNA), *Dawan* newspaper and the National Television Station (SLNTV).

Somaliland's attempt to replace its past experiences under dictatorship with a more open, democratic system includes a commitment to freedom of expression. The collapse of the Barre regime in 1991 was followed by a proliferation of independent media outlets in Somaliland, beginning with mimeographed newsletters originating from major towns. Letterpress printers were installed in Hargeisa and Berbera in 1993, and the reestablishment of broadsheet newspaper production in Somaliland after nearly a quarter century of their absence gradually took off when offset printing presses were installed in November 1995. Radio Hargeisa was rehabilitated in 1999 and private television service was introduced in 1997. Internet services have been available in Hargeisa since 2001 (APD, 2002).

All media platforms, both traditional (radio, television and print media) and new (web and mobile) play a part in shaping Somaliland's politics, culture and society, but it is radio that does so more than any other. Radio continues to be the dominant medium platform in a country with such a strong oral tradition. Furthermore, with the literacy rate in Somaliland standing at 39% despite significant improvements since independence, radio is the form of media that reaches the largest number of people.

A. Radio Hargeisa

Radio is widely considered to be the most powerful medium of communication in Somali society, thanks to its compatibility with Somali oral culture. Consequently, the history of radio in Somaliland is inseparable from the political history of the territory.

Radio Hargeisa was officially established in 1944 under the British Military Administration. But a number of indigenous transmissions systems preceded this colonial enterprise, including the first experimental radio broadcasts in Somaliland, which began in 1941, followed by Radio Kudu, which was inaugurated in December 1942. Although initially a small operation, the scope of Radio Hargeisa's influence grew once its transmission power was gradually increased from 1 kilowatt in 1945 to 5 kilowatts in 1957. With the invention of the transistor, radios spread to Somali owned teashops and private individuals across the country, increasing Radio Hargeisa's audience to a large segment of the Somaliland population (Rogers, 2008).

Radio Hargeisa initially served primarily to consolidate colonial rule in Somaliland. Government announcements, policies and regulations were disseminated over the radio, and the Somali audience was exposed to British norms and values.

At the same time, Radio Hargeisa played an important role in the development and dissemination of Somali literary works. It served as an organizing institution for national musicians, actors and singers of the time, who used the outlet as a focal point from which to enrich society with songs, poems and short plays (**APD, 2002**). In addition, the country operated a photography unit under the leadership of the management of the radio station. The photography unit was responsible for filming and documenting many of the events of importance to Somaliland's unique historical legacy. Unfortunately, these photographic archives were for the most part destroyed during the Somali civil war. The Radio management also ran the *War-Somaali-side* ("Somali news carrier"), a weekly English paper published by the colonial administration. The management of Radio Hargeisa, which carried out these various media activities, in essence served as the information department of the colonial administration, a function it ran for many years. In later years, the Ministry of Information assumed most of these activities.

The era of unification with Somalia and the period of conflict and liberation struggle against the Barre regime were both characterized by abuse and marginalization of the Somaliland people and their institutions, including Radio Hargeisa. Under the military regime of Siad Barre, radio reached full maturity as an instrument of political propaganda. Radio Hargeisa operated between 1:00– 3:00pm in the afternoon and 6:00– 9.00 pm in the evenings (**APD, 2002**).

In order to counter the Barre regime propaganda disseminated through Radio Hargeisa, the Somali National Movement (SNM), the main organ of military resistance against the government in Mogadishu, established Radio SNM as part of their arsenal. During this period, Radio Hargeisa's longstanding presence in Somaliland was put on an extended hiatus when it was destroyed in heavy fighting during the SNM's 1988 invasion of Hargeisa and Burao.

During the first week of February 1991, the Barre government forces were routed and the SNM took power in the northwest, proclaiming the newly-liberated territory the independent Republic of Somaliland. Following this victory, Radio SNM was symbolically renamed Radio Hargeisa in June 1991.

While the premises of Radio Hargeisa were entirely destroyed during the course of the war, its archives were rescued and survived largely intact (**IREX, 2008**). Being the oldest Somali radio station, Radio Hargeisa has inherited one of the richest recording archives in all of the Somali territories, allowing the institution to serve as a source of music, literary works and poetry for other Somali radio stations. Rehabilitation of the Radio Hargeisa

premises, begun in 1991, received a major boost in 1998 through a publicly supported self-help program, and broadcasting activities resumed there on 9 November 1999.

B. Somaliland News Agency (SOLNA)

Somaliland News Agency (SOLNA) was established in 2007 by a Presidential decree. The Mandate of SOLNA is to gather and disseminate local and international news to all public media outlets, including Radio Hargeisa, the National TV service and *Dawan* newspaper. SOLNA monitors local, regional and international media for Somaliland related news in all major languages (Somali, Arabic, English and Amharic) and then feeds that news through Radio Hargeisa. SOLNA is also tasked with disseminating press reports concerning the country to international news agencies. SOLNA's role also includes establishing systems for the physical and electronic collection and record-keeping of publicly-released government documents and facilitating public access to this information.

C. DAWAN Media Group (DMG)

DMG was initially established in 1st January 1998 under the name Mandeeg Media Group. The DMG was established to facilitate the development of a well-informed, educated and entertained public through the provision of relevant, factual and impartial news, features, commentaries and opinions utilizing print media tools like newspapers, periodicals and magazines. DMG manages and produces several print media outlets, including *Dawan* newspaper in Somali, *The Horn Tribune* in English and *Alqaran* in Arabic.

Newspapers and radio tend to have a primarily local and regional audience, rather than a national one. Though newspaper readership is relatively limited due to low national literacy rates, the newspapers dominate political commentary in Hargeisa, and have considerable influence within the Somaliland community as a whole.

D. Somaliland National Television (SLNTV)

SLNTV was established in 2005 with the capacity to cover Hargeisa and its surrounding areas in its first few years of operation. Private TV stations started as early as 1997 in Somaliland. However, prior to 1997, Somaliland had never experienced television coverage, as, under Siad Barre, Muqdisho TV was limited to the capital city and its surroundings (APD, 2002).

SLNTV had no effective programs in its first year and a half of existence and could not compete against private television stations. However, it slowly improved by commencing weekly programs which were mainly aimed at public awareness-raising and daily programs that conveyed the messages and achievements of the government. SLNTV

primarily broadcasts in Somali, with some Arabic and English segments. Since the new government came to power in 2010, the coverage of SLNTV was expanded to reach Europe and America.

In general, television sets and internet connections are limited because the majority of people in the country cannot afford them or because of technical and financial barriers facing the country **(BBC, 2008)**.

Chapter II: An Overview of the Ministry's Mandate and New Strategy

The Somaliland Government recognizes the importance of information and communication as pillars of national development and has initiated major programs to spur the growth of these sectors over the past two years **(Somaliland Ministry of Planning, 2011)**. Information is a resource that activates various sectors of the economy, making it possible for producers and consumers to be linked to markets. Availability of information provides an opportunity for the public to participate meaningfully in governance through engaging in public discussions and contributing to decision-making.

In order for the national development-oriented “Vision 2030”—which includes programs of poverty eradication, decentralization and public service delivery to succeed, information should be made available to all levels of society, from the national, regional and district levels all the way down to the grass roots. Through open communication channels that allow for information exchange in all directions, the needs and concerns of various interest groups can be identified and fulfilled. These communication channels must be made easy for end-users to access, store and retrieve a broad range of information.

The Ministry of Information, through the mediums of radio, television, print journalism, publications, advertising and traditional forms of dance and drama, can play a significant part in helping the population to freely access relevant information. It should cater to the twin demands of knowledge-enhancement and entertainment sought by all sections of society, striking a careful balance between public interest and commercial needs in its delivery of services. The Ministry of Information is the lead body responsible for the formulation and administration of the laws, policies and regulations governing information dissemination in the areas of radio broadcasting, print journalism and TV. This Ministry is responsible for international cooperation in the fields of mass media, films and broadcasting, and interacts with its foreign counterparts on behalf of Government of Somaliland.

In order to ensure a clear strategic focus, the Ministry of Information has carried out extensive stakeholder consultations with the entirety of its senior and mid-level staff in order to take into account the realities of its external environment, as well as the internal processes and capabilities of the people and their work culture.

MANDATE OF THE MINISTRY

The mandate of the Ministry of Information is to:

- Disseminate information on the policies, programmes and achievements of the Somaliland government,
- Provide an enabling environment for the media and entertainment sectors to play a pivotal role in providing accurate information and wholesome entertainment,
- Nurture diverse opinions as a means for educating and empowering the people of Somaliland to be informed citizens,
- Establish the knowledge base and communication potential necessary for extracting the collective developmental potential of national and international information resources,

VISION OF THE MINISTRY

A catalyst for knowledge-based Somaliland society driven by relevant information, culture and national guidance.

MISSION OF THE MINISTRY

To ensure that Somaliland people have access to timely and relevant information on the policies, programs and achievements of the government through free flow of information

FUNCTIONS OF THE MINISTRY

The Ministry of Information performs the following functions and duties:

1. Formulates information and national guidance policy, and executes that policy;
2. Coordinates government communication and public information activities;
3. Plans and implements activities to disseminate public information regarding governmental policies, programs and services, and maintenance of a Government public website;
4. Builds capacity within government ministries to disseminate essential information about government activities;
5. Informs, educates and entertains Somalilanders;
6. Promotes a positive, fair and balanced image of the government;
7. Guarantees free and equitable access to public electronic media resources;
8. Guarantees freedom of the press and free access to governmental information;
9. Formulates and implements legislation and regulations governing the broadcast media sector;
10. Manages the National News Agency, Dawan Media Group, the Somaliland Radio Service and Somaliland Television Service;
11. Promotes guidance on public service announcements at the national and regional level;
12. Encourages private-public partnerships aimed at developing a vibrant and independent media sector in Somaliland.
13. Facilitates the development of information and communication technologies in Somaliland;
14. Develops the capacity of the mass media;
15. Ensures transparency in governmental decision-making and eliminates delays in implementation at all levels.

Guiding Principles

The Ministry of Information is guided by certain critical principles which form the basis of its actions. The principles are as follows:

- **Accessibility**
- **Accountability**
- **Affordability**
- **Convergence**
- **Excellence**
- **Interoperability**
- **Innovation**
- **Teamwork**

Institutional Values

The Ministry of Information's values encompass the essential characteristics of a successful working environment. These values influence the culture of the Ministry as well as act as the bond between the Ministry and its key stakeholders. Values make up the foundation upon which the various policies and strategic initiatives of the Ministry of Information are enacted in a way consistent with the overarching aims of the institution and the country as a whole, at the same time discouraging unethical, wasteful and corrupt practices. The corporate values of the Ministry are:

Ethics

Honesty

Integrity

Loyalty

Passion

Professionalism

Transparency

Trust

Organizational Structure

The Ministry is composed of the following seven organs:

1. Management, Administration, Training and Planning Department
2. Department of Radio Hargeisa
3. Department of National Television
4. Department of Technical Resources
5. Department of the Somaliland News Agency (SOLNA)
6. Department of *Dawan* newspaper
7. Department of Culture

Each Department is administered by a director and supported by heads of units with the overall mandate to carry out the ministry's goal and objectives.

Chapter IV: Assessment of Current Situation

The information and broadcasting (radio and TV) sectors play a vital role in the country's overall development. In the context of Somaliland's national economy, growth of these sectors has a catalytic effect on the growth of other sectors.

The information and broadcasting sectors gather and disseminate news and information through print media, radio and television, provide training for mass media personnel, enable avenues for advertising and build the image of the government locally and internationally. The Ministry, through press accreditation, also regulates the activities of journalists so as to ensure that standards of professionalism and ethics are upheld by all mass media outlets. Production of TV documentaries by these sectors has a positive impact on the economy through the generation of revenue and foreign exchange earnings, as well as the creation of employment.

There is no reliable statistics on Radio receiver ownership in Somaliland, but it is understood to be high. However, radio receivers are no longer essential for tuning into radio stations. Nowadays, radio programs can also be accessed using mobile phones, which have wide coverage throughout the country, and car stereos. The government's own TV station, Somaliland National TV (SLNTV), can be viewed using a satellite dish or a normal TV antenna. Access is also available through the internet. The satellite service runs 24 hours a day and can be watched around the world, whereas the antenna-based local service runs from 6:30 a.m. to 1:00 a.m. There is no information on TV set ownership in Somaliland. However, TV ownership is not as widespread as radio ownership. The government-owned daily newspaper *Dawan*, which is published in the Somali language by the Ministry of Information, is available five days a week (**Somaliland Ministry of planning, 2011**).

However, the current state of this Ministry's infrastructure is still lacking in many areas, and further capacity-building interventions must be undertaken if the Ministry is to be optimally positioned for harnessing the economic and commercial potential of these sectors. Accordingly, the Ministry will implement policies and programs to facilitate faster development of these sectors. The Ministry will also restructure the sectors in a way that allows them to draw from non-governmental resources by providing an enabling environment for private sector participation in the development of infrastructure and provision of services.

Taking into account the prevailing circumstances and need for the adoption of the latest technologies, the Ministry's past performance can be said to be encouraging. The Ministry has been able to use its current resources and services to facilitate and provide news and information to a large portion of the population through Radio, TV and print journalism. The Ministry has also promoted TV documentaries that have contributed significantly to the development of skilled manpower in communications and mass media.

SWOT ANALYSIS

This section highlights the strengths, weaknesses, opportunities and threats characterizing the Ministry of Information. The assessment is based on analyses of the internal working environment of both the Ministry in general and individual departments in particular:

Strengths:

- Qualified and experienced staff
- Specialized and reputable institutional legacy
- Harmonized provision of information and communications services
- Entrenched role in the democratization process
- Established legal framework for regulating the ICT sector
- Capacity to synergize with other government departments and sectors of the economy
- Widespread national network for news-gathering and dissemination that increases universal access to information
- Established role as a public relations provider for ministries and other government agencies
- Significant support from government

Weaknesses:

- Inefficient relationship with private media
- Inadequate and outdated equipment
- Inadequate capital and human resources
- Weak or obsolete policy, legal and regulatory frameworks
- Inefficient and burdensome bureaucratic procedures
- Poor remuneration capacity for staff
- Lack of an organized information and communication database

Opportunities:

- External support and partnership with international actors
- Public Service restructuring
- The enormous and untapped potential of the ICT industry
- Increased use of information and communication technology
- Increased stakeholder participation
- Potential access to regional markets throughout the Horn of Africa

- Advances in technology
- Benefiting from the knock-on effects of developments in other sectors of the country
- Enhanced capacity-building for the sector

Threats:

- Brain drain of technical staff accompanied by equipment breakdown
- Reputational issues resulting from outward conflation of Somaliland and Somalia
- The negative effects of international non-recognition on investment opportunities
- Rapid changes in technology and market needs
- Regional competition from more technologically-advanced countries

Assessment of the Departments:

1. MANAGEMENT, ADMINISTRATION AND PLANNING DEPARTMENT

Status and Duties:

- There are three divisions (sub-offices) in the Management and Administration department. Each has a head officer and are as follows:
 - a. Personnel*
 - b. Planning*
 - c. Training*
- The Administration department reports and consults directly with the Minister, deputy minister and Director General on highly urgent matters and other decisions not part of the responsibilities of any other department.
- The department is the focal point and coordinating office for all departments operating within the ministry.
- The department acts as the ministry's engine by facilitating the smooth operation of all the departments' activities.
- The department is responsible for the preparation of the ministry's plan and budget in collaboration with all other departments.
- Although the three divisions falling under this department hold working relations with different segments of the ministry, they work in close collaboration with each other to ensure that the entire ministry is striving towards the same overarching goals.
- It is this department that provides guidance and is responsible for all major issues arising within and between other departments and generally within the ministry. This includes all issues related to personnel policies, planning, and training.

A. The Personnel Office:

- There are 600? employees that come under this office, all of which are permanent staff of the ministry. This includes ministerial staff from all regions and districts of Somaliland.
- The personnel office carries out the tasks of monitoring and evaluating personnel performance. This includes:
 - Updating the personnel attendance log, this starts at 7:00am and runs until 5:00pm.
 - Conducting observations related to special cases such as staff absenteeism.
 - Dealing with all issues related to personnel compliance, etc.

B. Planning:

- The office is responsible for preparing the annual plans of the Ministry
- The office carries out consultations with all the departments of the Ministry
- Develop indicators for monitoring the implementation of Vision 2030.
- Monitor and evaluate the implementation of development projects.
- Prepare and coordinate the implementation of performance contracts
- Develop a statistical database for planning purposes.

C. Training Office:

- The office is responsible for overseeing the quality, human resource capacity and skill set of those working in the ministry.
- The office carries all training related to professionalism and skills improvement.

Strengths:

- Team work
- Punctuality
- Cooperation and respect among partners
- Experienced staff
- Skills in production, awareness and planning
- Availability of good number of local well educated and experienced journalists which could be used as trainers

Weakness:

- Lack of adequate transportation for conducting day-to-day activities
- Lack of adequate office space, leaving certain staff members without a place to sit and conduct their duties
- The absence of staff job description
- Inadequate staff training
- Inadequate motivation of staff
- Poor communication both internal and external
- Low relationship between staff and management
- There is no existing personnel policy to guide the Ministry in matters related to performance enhancement of its staff

- Insufficient technical equipment and resources, which have prevented the skills acquired at various training sessions held within the Ministry from yielding positive improvements in practice

Opportunity:

- Possibility for a training center to be built within the ministry compound to train ministerial staff up to Degree level
- Upgrading policies for staff motivation
- Good relationship with stakeholders
- Possibility for decentralization
- Availability of national stars who help the reputation of the Ministry

Threats:

- Lack of staff skills and motivation
- Poor communication with International agencies
- Absence of inter-departmental communication and relationship in the Ministry
- Poor management and planning of the important awareness raising programmes. The awareness raising activity could be undertaken by any body

2: RADIO HARGEISA DEPARTMENT

Status and Duties:

- Radio Hargeisa was established in 1943 and has gone through various manifestations that have reflected the different contextual environments of different government administrations. In its current form, Radio Hargeisa has adopted democratic working methods and aspirations that mirror the current political climate of Somaliland.
- Generally, on a weekly basis, the radio broadcasts:
 - 6 news programs
 - 28 total programs
- These programs include:
 - National and international news, business, sports, environmental issues, culture, religion, youth, entertainment, Africa affairs, regional politics, etc.
- Though the staff of the department has received training, the ministry requires additional capacity building to bring staff up to speed with new technologies and broadcasting techniques.
- Radio broadcasting currently runs on a digital system, replacing the analog system of the past. There is a need, however, for appropriate technological accessories to be installed that are more suitable for this system.
- Radio Hargeisa provides programming in three different languages:
 - Somali, Arabic, and Amharic
- The radio department has three divisions:
 - Studio

- Programs
- Awareness-raising
- The fundamental value enshrined in Radio Hargeisa’s Strategic Plan is “to reach a larger audience”.
- The SWOT analysis is as follows:

Strengths:

- Qualified staff with lots of experience and expertise
- Well-timed and appropriate broadcasting timetable
- Large audience base with immense potential for expansion to other areas of Somaliland and other Somali-, Arabic- and Amharic-speaking regions
- Low cost of operation on FM channels
- Enabling government policies that prevent competition from private radio stations
- New radio equipment which increased the reach of FM radio services throughout the country

Weaknesses:

- Lack of sufficient staff motivation
- Shortage of spares of technical equipment, such as, the transmitters
- Inability to keep pace with changing technological developments in the media sector
- Lack of infrastructure to package quality information
- Insufficient financial resources and transport for staff to reach all the regions

OPPORTUNITIES:

- Very reliable, faithful and appreciative audience
- Availability of staff training facilities locally
- Intact equipment for the different programmes
- Existence of the largest Somali language documented reserves
- Environment of peace, democracy and general freedom of expression from which to operate
- The existence of great scope for improving content in the context of technological changes taking place in the media sector
- Exploring the possibility of partnerships with civil society, the business community and other key stakeholders in the areas of content development, outreach, distribution and strategy

THREATS:

- Competition with other Somali-speaking radio stations
- Shortage of spare parts i.e. transmitters
- Old style tape recorders

- Inadequate staff salary

2.2 Quran Radio:

The Quran Radio was established in 2014. It acquired its own audiences quickly.

Strengths:

- A 24 hour broadcast capacity
- Services all the regional capitals through FM and Satellite based transmissions
- Qualified and technical staff are available
- Strong support from the audience

Weaknesses:

- The radio does not have highly qualified reporters, producers and newscasters
- Weaker transmitters compared to the other FM Radios in the Ministry
- No separate room for the Quran Radio
- Weak strength of the transmitters
- Lack of transportation
- Small budget

Opportunities:

- Land to build a separate room is available
- Possibility of recruiting essential staff
- Increase and diversify programmes

Threat:

- Interference from other FM Radio broadcasts
- Decrease in the audience numbers
- Health threats from the transmitters located near the broadcast room

3. SOMALILAND NEWS AGENCY (SOLNA)

Status and Duties:

- SOLNA's duties are to providing accurate, useful and timely information to the Somaliland population on the flagship programs of government, issues of national importance and other developments within governance of relevance to society. Its

purpose is to deepen societal awareness so as to enable the population to derive optimal benefits from programmes and initiatives of the government. This feedback mechanism is vital within any democratic society.

- SOLNA is also tasked with disseminating and introducing government policies and strategies through the news sector.

Strengths:

- Covers the needs for information dissemination and distribution for all government departments and sectors.
- Modernized the news delivery system of Radio Hargeisa
- News gathered and prepared by SOLNA is released visually through TVs, in audio through Radio and in writing through journals
- SOLNA has the capacity to prepare, organize and disseminate daily news both internally and externally for release by Radio Hargeisa in Amharic, Arabic, English and Somali
- SOLNA has online programs which enhance its capacity to undertake outreach communication. The Online unit of SOLNA was established in 2010 and is composed of two websites, one for SOLNA and one for Radio Hargeisa: RadioHargeisa.Net, SomalilandNTV.com and SOLNANEWS.com.
- SOLNA has strong presence at social networks, such as, Facebook, YouTube and Twitter.
- Capacity to monitor private and international news media
- SOLNA facilitated mechanisms which allow audiences to listen to radio via their mobile phones. However, this service is only free for Northern America and UK audiences.

CHALLENGES:

- Inadequate financial resources in the department budget
- Somaliland lacks news commentators to analyze developments within and outside the country, something which makes news reporting in the country incomplete
- Lack of sufficient equipment facilities
- Inadequate office space
- Insufficient training programs available for SOLNA staff
- Lack of branches and staff in Somaliland regions outside Hargeisa
- Insufficient reporters, transportation, and equipment facilities
- Inadequate transport

Opportunities:

- Utilizing the communication platform to create an enabling environment for the implementation of policies and programmes
- Presence of committed staff, who, once trained properly, will be able to expand the capacity of the agency
- Exploring new avenues of revenue generation through new, cost-effective business models

Threats:

- Loss or weak availability of the internet
- Loss or weak power supply
- lack of spare parts and maintenance of equipment
- Inadequate staff capacity and skills

4: DAWAN MEDIA GROUP [DMG]

Status and Duties:

- DMG was established in 1st January 1998
- DMG manages three publication outlets:
 - The English-language *Horn Tribune*
 - The Arabic-language *Qarni Ifriqiya*, although this is currently out of operation
 - The Somali-language *Dawan*
- Transportation – 3 vehicles
- The workforce of DMG is 45 staff members (although only 25 are permanent)
- Dawan covers up to 12 sections, three of which are permanent. These are sports, news, and the official bulletin section

Strengths:

- Owned by the government
- Sufficient staff
- Recognized by all political institutions in the country
- Receives government subsidies
- Provides subscriptions to all government institutions
- Maintains a large distribution network
- Recognised by the community as a government mouthpiece
- Has established a good grassroots information network nationwide
- Sufficient operational infrastructure
- Sufficient staff
- Has various news gathering and preparation tools available to it

Weaknesses:

- Lack of news feeding by government institutions
- Poor sales
- Untimely payment of subscription fees by government institutions or lack of complete payment
- Few newspapers printed
- Insufficient vehicle numbers for distribution
- Inability to generate advertisement revenue from public, private and civil society organizations
- Negative perception among the population, who assume DMG only publishes government propaganda
- Deprecate buildings thus the fear of collapse when working
- Lack of regional offices
- Most employees are not skilled
- Some areas of the country have no reporters while bloated in Hargeisa
- Demoralized staff due to which Payment is below market standards and Undefined working hours
- Out-dated and worn-down equipment

Opportunities:

- Full independence from news censorship thus fully compete with other media houses
- Establishment of government media policy thence constant awareness by DMG on state intentions on diverse administrative issues
- Compulsory subscriptions from government institutions nationwide
- Availability of factual and first hand news from the government
- Provide space for public, private and CSO advertisements
- Procurement of a printing press
- Availability of funding from central budget, TIS-DAI and others
- Availability of skills training
- Recruitment/transfer of reporters to other areas
- Payment of competitive wages
- Newsgathering mobility

Threats:

- Continued fear of constructive criticism by government officials at all levels fomenting negative perceptions among the public
- Withdrawal of government subsidies
- Unwillingness of government institutions to subscribe to the publications
- Unavailability of a printing press
- Continued denial of adverts by advertisers
- Continued lack of a media policy
- Continued fear of constructive criticism by government officials

- Prevalence of continued status

5. SOMALILAND NATIONAL TELEVISION (SLNTV)

Status and Duties:

- SLNTV was established in 2005
- SLNTV's Sections include:
 - Programming
 - News
 - English broadcasting
 - Archives
- SLNTV airs programming in the three main areas of:
 - Education
 - Information
 - Entertainment and Awareness
- As SLNTV has no affiliation sub-stations in other regions, all programs and prepared at the headquarters in Hargeisa

Strengths:

- Owned by the government
- Receives enough government budget
- Effective leadership
- Sufficient studios and timely news programmes
- Adequate equipment
- Government leaders supply exclusive interviews and news briefs
- Sufficient staff with expertise
- Availability of news gathering and preparation tools
- Good public relations
- Adequate archives

Weaknesses:

- Some TV programmes lack script and quality
- Lack of adequate reporters for news programmes
- No repair workshop for studio equipment
- Documentary programs suffer from budget shortages that leave the department without funds to establish an office, separate and specialized staff and transportation
- Archives have a small office and old equipment

- Staff number is high with poor skills and motivation
- News broadcast is affected by outdated computers and unreliable internet connections

Opportunities:

- Can provide regional clients local TV access in situations where satellites face technical problems
- Availability of experienced and dynamic producers and photo reporters that other TV stations lack

Threats:

- Insufficient office space for SLNTV staff

6. CULTURE DEPARTMENT: The culture department was set up in 2013 in order to support the national music stars.

Strengths:

- The Infrastructure that belongs to the Culture department include the following:
 - Two National culture centres that is located at Hargeisa and Buroa
 - National theatres that is located at Hargeisa, Buroa, Berbera, Gabiley and Borama.
 - The centres for the national music stars
 - The Waaberi compound at Goljano

Weakness:

- The only thing that is at hand currently is this hall, where we are holding the meeting.
- No office
- No equipment

Opportunities:

- The National Music Stars enjoy fame and respect in the Somali society
- The government is committed to supporting the Stars in their national endeavour

Threats:

- Lack of budget
- Lack of copy rights of the privately produced music

7. TECHNICAL DEPARTMENT:

Strengths:

- Good staff skills, motivation and moral
- Adequate equipment that works 24 hours delivering various Ministry projects and programmes
- Good quality plans and working systems

Weakness:

- The National TV local sector does not reach all the regions and lacks sufficient equipment for live broadcast
- Mechanics lack proper space to do their job
- Shortage of technical equipment
- Insufficient transportation
- Inadequate technical skills

Opportunities:

- Availability of local experts who can provide relevant training and skills for staff
- Procurement of equipment
- Leadership who understand the importance of the technical department.
- Staff motivation can be improved

Threats:

- Absence of spare transmitters can shut down broadcasts
- Dangers from poor wiring systems in the offices and workshops

Chapter V: Defining Aspirations and Establishing Strategic Initiatives

A. Somaliland's Development Agenda:

The Somaliland Government Vision 2030 is a long-term development blueprint for the country. The aim of the Vision is to create “a Stable and Democratic country where people Enjoy High Quality of Life by 2030.” It aims to achieve economic prosperity and social wellbeing for the people of Somaliland by building on the country's successes in establishing peace, stability, and democratic institutions. At the same time, the Vision aspires to have Somaliland meet the Millennium Development Goals (MDGs). **(Somaliland Vision 2030, 2011)**

The Somaliland Vision 2030 rests on the following five pillars:

- 1- Economic Development**
- 2- Infrastructural Development**
- 3- Good governance**
- 4- Social Development**
- 5- Environmental Protection**

The Somaliland Government recognizes the importance of information and communication in economic development and has therefore included the following objectives in the **Priorities and Strategies of the National Development Plan (NDP) 2012 – 2016:**

- Ensure access to quality, affordable broadcasting services across the country
- Develop broadcasting infrastructure
- Migrate from analogue to digital broadcasting technology
- Enact and operationalize laws to manage the broadcastings services
- Support Public-Private Partnership (PPP) arrangements to extend coverage of the broadcasting services across the country
- Develop and implement a policy, legal, and regulatory framework for the media
- Formulate and harmonize policies and laws governing private channels
- Develop policy guidelines for the establishment of broadcasting infrastructure to create more equitable access to quality program services

(Somaliland Ministry of planning, 2011)

In the context of national economic development, growth in the information and communications sectors have a catalytic effect on the growth in other sectors. The sector therefore plays a vital role in the overall ability of the government to achieve Vision 2030.

In line with this vision, the aspiration of the Ministry of Information, National Guidance and Culture is to nurture an information-based society bonded by a shared national consciousness and identity.

As an all-encompassing and pervasive force within society, information technology plays a major part in promoting national identity through not only developing a shared sense of social, cultural, economic and political values, but also nurturing the emotional bond of citizens to Somaliland through a shared understanding of its problems, successes, failures, disappointments and proud achievements.

In this day and age, national identity can have a positive influence on security and stability, as the threat posed by disconnected or alienated citizens is greater than the threat of external invasion or attack. The information sector helps to shape feelings of unity and emotional investment between the citizens and their government, and is therefore highly responsible for influencing behaviors and values among and between the government and the Somaliland people.

B. Future Strategy of the Ministry

In playing its part as an effective contributor to the achievement of the objectives of Somaliland's Vision 2030, the Ministry has been charged with the responsibility of implementing key information and communication initiatives identified in Vision 2030 and in this Strategic Plan for. To this end, the Ministry will pursue the following overarching goal, strategic objectives and key programs:

Goal:

To contribute to the achievement of the national Vision 2030 through the delivery of timely and secure access to relevant information, education and entertainment

Strategic Objectives:

1. Enhance management and administrative effectiveness

- Build effective institutional capacity
- Develop inspirational leadership
- Improve the public relations office, particularly in regards to its capacity to liaise with foreign media
- Publish brochures of the Ministry's functions, efforts and achievements
- Produce weekly and/or monthly reports
- Establish effective monitoring and evaluation systems
- Improve coordination and collaboration between the different departments

- Establish work performance standards and contracts with other departments
- Align performance standards with the overarching goal and Strategic Plan of the Ministry
- Put in place an appropriate Human Resource Management system

2. Create an appropriate policy framework

- Create an adaptable, comprehensive, transparent, inclusive and forward-looking legislative and policy framework

3. Establish effective information dissemination

- Expand coverage of Radio, TV and *Dawan* newspaper, especially to the currently neglected and more remote areas of Somaliland
- Disseminate information on the government's policies, initiatives, programs and achievements through the utilization of all types of media, in a way that reaches all segments of Somaliland's population at an optimal cost
- Provide quality information and communications services to the public in an equitable and affordable manner
- Improve the quality of programming of all public media outlets—Radio, TV and Print Journalism
- Improve effectiveness in the delivery of broadcast services by ensuring better content management systems, effective monitoring mechanisms and strengthened regional outreach initiatives
- Organize public information campaigns

4. Modernize infrastructure and equipment

- Facilitate the development of those information- and communication-based industries that best aid in the process of socio-economic development
- Utilize cutting-edge tools, web-enabled services and digital space to allow a higher level of ICT support for all media outlets
- Improve and modernize equipment for all departments
- Build adequate facilities and office space
- Put in place a reliable, sustainable, appropriate and affordable ICT infrastructure that will allow for national access and global connectivity through coordination between infrastructure providers

5. Develop Human Resources:

- Codify appropriate job mandates with clear roles and responsibilities for all personnel
- Review the staff salary and benefits system
- Review staff structure in terms of seniority and delegation of responsibilities

- Develop a staff appraisal system
- Put in place a structured program for in-service training of personnel to ensure their continued career development and also to prepare them to meet the future functional challenges of various media units
- Build teamwork as a means for enhancing cooperation and information-sharing, as well as to ensure that every officer in the Ministry understands what is expected out of them
- Instill a global outlook and international perspective through participation in various training programs conducted outside agencies such as BBC, VOA and various other reputable institutions
- Encourage diaspora to return home to assist the Ministry
- Enhance the participation of all staff in the decision-making process.
- Increase the number of staff meetings to provide more opportunities for the exchange of information and ideas
- Increase staff training occasions/events
- Discipline board should include senior staff member and gender balanced
- Hire persons external to the Ministry to be included in the M&E board
- Develop a transparent recruitment policy
- Develop a Human Resource Management policy
- Establish mechanisms for constructively reducing internal tensions among staff
- Provide a physical exercise facility

6. Private media

- Establish trustful relationship with the private media
- Institute capacity building programmes and provide support in reasonable needs of the private media
- Strengthen linkages that lead to the overall enhancement of the national media
- The Ministry shall provide the private media opportunities for travel both locally and abroad i.e. with government leaders.
- Allow the private media to have a share in training opportunities that become available to the Ministry
- To enable the private media to obtain permits and accreditation
- The private media should register itself with the Ministry in order to receive support.
- National Representatives based outside the country should collaborate with the private media in the diaspora

C. Aspirations and Strategies of the Departments:

1. Management, Administration, Training and Planning Department

The role of the Headquarters is to formulate, plan, co-ordinate and administer public policy for the promotion and development of the Information Communication Technology (ICT) sector and to offer supporting services. This department has various divisions that

include: Administration, Human Resources, Finance and Accounting, Central Planning, Training, Procurement, Internal Auditing, and Public Relations. These divisions perform different and specialized duties that collectively ensure the smooth management of the Ministry.

Vision: Help the Ministry of Information become a leading news and information service provider

Mission: Gather and disseminate news and information with relevance to national development, in line with the priorities laid out in Vision 2030

Mandate: To provide citizens with the knowledge necessary to make informed decisions

Motto: Information for Development

Strategic Plan:

- Ensure continued access to quality information
- Strengthen inter-departmental linkages and coordination
- Maintain high standards in media performance
- Popularize and realize Somaliland's Vision 2030
- Contribute significantly to national economic growth
- Develop and maintain an effective Human Resources Management system (recruitment, training and performance monitoring)
- Improve the archive and store systems
- Reinforce the Ministry logistics and procurement system
- Ensure access to quality information of national importance and interest
- Promote the liberalization of media to engender diversity of opinion
- Develop content for broadcast through the ministry's various media outlets
- Provide media research and reference services
- Ensure the effective deployment and welfare of staff members

2. Radio Hargeisa:

Radio Hargeisa is the only public radio station existing within the country, and has the aspiration of expanding its audience to all listeners in the country through short-wave frequency broadcasting. Radio Hargeisa operates with the awareness that the interests of its audience is of primary importance, and that it is the institution's responsibility to deliver quality service the meets public needs in this digital age.

Vision: To become the most creative and trusted institution in the Horn of Africa.

Mission: Radio Hargeisa exists to enrich people's lives with great programs, news and services that inform, educate and entertain.

Trust is the foundation of the Radio Hargeisa: it is a government institution, but one that is impartial and honest. Audiences are at the heart of everything it does.

Strategic Plan:

- Elevate staff training and development to University level so that technical skills remain available (both internal and external training)
- Increase budget allocation to improve programme production and infrastructural development to secure Radio Hargeisa's position as the leading media institution in the Horn of Africa
- Establish well equipped Radio studios in all the regions of the country
- Establish FM systems in all the regions of the country in order to enhance the overall production capacity of its operations
- Strengthen the delivery of its mandate to inform and educate Somalilanders, foreigners and neighboring communities
- Recruit and retain a professional, highly qualified and creative work force through the provision of incentives
- Improve transportation systems
- Expand the archives of the Radio through improved staff capacity and equipment
- Update the Radio by the utilization of current ICT
- Establish a beneficial relationship with the international organizations
- Increase the number of languages broadcast by the Radio
- Deploy news specialists to conduct international political analyses

- Establish a public relations office to deepen and broaden its engagement with the community through developing programming with increased local content and relevance and including more live broadcasts of news

2.1 Quran Radio

Strategic Plan:

- To increase the national coverage and reach all the regions
- To stay 24 hours in the air.
- Motivate and train staff to improve their effort
- To build a separate office and facilities for the Quran Radio
- Increase the FM capacity
- Procure equipment such as, sound processor, filter, mixer and other equipment to make the radio satellite based
- Recruit producers with religious and journalism skills.
- Prepare and make a spate budget available
- Increase the religious programmes
- Establish archives
- To establish an effective broadcast system that reduces interference from otter Radios

3. Somaliland News Agency (SOLNA)

The main function of SOLNA is to collate, prepare and distribute relevant information to public media outlets, as well as all government ministries and their branches. SOLNA also monitors both local and international news and regulates national policies on information and news flows.

Vision: Be a leading news and information service provider

Mission: Gather and disseminate news and information with relevance to national development, in line with the priorities laid out in Vision 2030

Strategic Plan:

- Monitors media activity and trends
- Establish systems for the physical and electronic collection and record keeping of publicly-released government documents, and to facilitate public access to this information
- Put in place outreach and information dissemination activities to internal and external audiences
- Improve the skills of department personnel
- Update the department's ICT equipment

4. Dawan Media Group (DMG)

The main function of the Dawan Media Group is to inform members of the public by utilizing easily accessible and cheap print media published in Somali, English and Arabic.

Vision: The DMG envisages a knowledgeable public which makes livelihood and political decisions based on timely factual information.

Mission: The DMG was established to provide relevant, factual and impartial news, features, commentaries and opinions in order to craft a well-informed, educated and entertained public.

Overall Goal: Enhance sustainable news provision and publishing services nationwide.

Objectives: Provide the nation with factual and timely information and knowledge on current affairs, Democratic norms, Good governance, Peaceful co-existence and national security

Strategic Plan:

- Maintain the provision of up-to-date information through skilled reporting so as to engender a discernible increase in electoral participation among citizens and reduce security threats
- Increase good governance and democratic norms through community-based awareness-raising
- Enhance in-house printing capabilities through the procurement of a printing press
- Reduced dependence on government subsidies
- Conduct staff trainings on Basic, features writing, investigative journalism and news management
- Procure two vehicles for the distribution of newspapers throughout cities
- Procure eight motorcycles for news collection
- Procure news gathering tools such as cameras and voice recorders
- Supply a paper recycling machine

5. Somaliland National Television (SLNTV)

Accuracy and fairness are the cornerstones of Somaliland's local news effort. As A.J. Fletcher, the renowned media mogul, said in 1956, "...to inform the public without bias or favour is a TV station's highest duty." SLNTV builds upon that foundation by being solution-oriented in its news coverage, offering viewers helpful information and providing context to the stories that affect its viewers' lives. SLNTV provides a balanced coverage of issues and viewpoints that tackle all aspects of life, emphasizing both the successes and failures of people and the government.

Vision Statement: SLNTV visualizes a nation where free, factual and timely information creates knowledge for the eradication of poverty.

Mission Statement: SLNTV exists to support the government's national development efforts by providing citizens and foreigners alike with information, education and entertainment. This is achieved by way of professionally-produced, relevant, factual and impartial news, documentaries and social and government programs broadcast through television and other audio-visual media.

Strategic Plan:

The main objective of Somaliland National TV is to act as the state medium for providing televised information to members of the public. It channels its programming through fixed (local) and satellite transmissions which reach much of the Somali, English and Arabic-speaking world. SLNTV seeks to provide:

- Improve quality of the TV programmes through proper scripting, editing, evaluating and satisfactory equipment
- Establish documentation center
- Enhance staff engagement terms that include fair management system, training, motivating, reprimand or sanctions and rewarding (and staff number)
- Build more TV studios, particularly in the regions
- Establish an effective archives system
- Establish public relations office
- Merge local and satellite broadcasting
- Include more channels i.e. sports, children and education channels
- Factual and impartial international, national and regional news
- Educational and entertaining programming
- A platform for diverse and uncensored public opinions
- Opportunities for the enhancement and sustainability of:
 - Democratic norms

- Good governance
- Peaceful co-existence and national security

6. Culture Department:

As regards culture, there is an acute problem of both artists living conditions and protecting intellectual property. Therefore, artists are trying to adapt laws to protect such investments and encourage creativity and the converting cultural and artistic works into modern formats. The conversion of the cultural heritage of the country into a digital format is a major economic challenge. Indeed, the artistic heritage stands as the leading business in the tourism and leisure industry where the Internet serves as one of the best showcases.

National artists feel abandoned by all. Libraries, archives, museums and other national institutions of culture are not playing their role as content providers. In fact, none of them are functioning as national institutions yet with documentation that is accessible to the public.

The absence of Somaliland's cultural and natural heritage from the web is a major setback for the development of the culture, tourism and leisure industry in Country.

Strategic Plan:

- Build and establish cultural theaters in all the regions including to reclaim the old existing theaters
- Establish and equip traditional theaters and museums.
- Constitute five bands out of the 100 national artists and performers and provide them with all the necessary resources and equipment, archives, recoding tools, centers, transportation and offices
- Establish and equip a national arts school
- Fund the artist to collect and document existing national arts.
- Create a Somali language dictionary

7. Technical Department:

Replacement & modernization is a continuous process and schemes in this regard have been implemented by the Ministry from time to time. The Technical department has been

keeping itself aware of the latest technological developments in broadcasting and adopting new technologies to the extent possible within the available resources.

Strategies:

- Modernization is a key thrust area for this department in this strategy.
- We shall enhance the schemes of digitalization, schemes of replacement & modernization of satellite broadcast equipment and studio & transmitter equipment
- Improve availability of spares and replacement of equipment i.e. transmitters
- Improve and modernize equipment for all departments
- Build adequate facilities and office space
- Put in place a reliable, sustainable, appropriate and affordable ICT infrastructure that will allow for national access and global connectivity through coordination between infrastructure providers
- Enhance staff terms of engagement, training, motivation

Chapter VI: Implementation of the Strategy Plan

The Ministry of Information's Strategic Plan is based on the National Policy Priorities outlined in Somaliland's Vision 2030, which includes stipulations for the development of information and communication infrastructure. To achieve the set targets, there is need for the deliberate and conscious attitude re-orientation of staff to better focus their efforts on results-based performance. This will entail regular workload analysis, service delivery surveys, identification of bottlenecks and remedial measures. The Ministry will strive to implement the Strategic Plan through setting and meeting performance contract targets and implementing annual work plans followed by all departments and their staff. In preparing work plans, significant attention will be paid to the priorities of the Ministry as outlined in the Strategic Plan. The performance of each individual employee will be assessed against specified benchmarks. Each Managing Officer and Head of Department is expected to cultivate team work, so as to develop institutional ownership of the processes and outcomes.

1. Implementation Model

In order to achieve its planned objectives, the Ministry has adopted the following Implementation Model to guide the coordination and implementation of the Strategic Plan:

- Policy and projects will be implemented through the various departments under the trusteeship of the Ministry of Information, as indicated below.
- The Director General and all heads of department will take a leading role in making sure that the Ministry meets the programmatic and performance expectations of the Somaliland people.
- The Ministry will build teamwork to make sure that every officer in the Ministry understands what is expected of them.
- The Ministry aims to put in place performance indicators (standards) that will provide benchmarks of service delivery. This will allow for departmental and individual shortcomings to be identified so that targeted changes can be made to areas in need of reform.
- A project monitoring committee will be formed to monitor and evaluate plan implementation. The Central Planning and Project Monitoring unit will form the secretariat while all implementing agencies will be members of the committee.

- Each department will implement and ensure compliance with performance indicators and standards.

2. CO-ORDINATION FRAMEWORK

For the Ministry to successfully implement the Strategic Plan, it must review the performance of its managerial agencies and conduct proper changes to their working methods and mandates, especially in view of performance standards in the public service. The implementation process, which will involve various stakeholders, will consist of the following:

2.1 Workshop on the Strategic Plan

It is critical that all staff in the Ministry clearly understand their roles in the implementation of the Strategic Plan, so as to ensure optimal results. Sensitization workshops on the implementation of the Strategic Plan will therefore be held for all officers after its launch as the inaugural activity of the implementation process.

2.2 Ministry's Performance Contract

The Ministry will prepare performance standards "contracts" based on the Strategic Plan, which will form the cornerstone for implementation of the Strategic Plan.

2.3 Preparation of the Ministry's Annual Work Plan

The Ministry will prepare its first annual work plan. Its content will be derived from the Strategic Plan and will indicate the Ministry's priority activities to be implemented during the first and subsequent years.

2.4 Preparation of Departmental Annual Work Plans

Every Department will be required to prepare a detailed individualized work plan, which will be derived from the Ministry's annual work plan.

2.5 Performance Appraisal systems

Every head of department will sign a performance appraisal form to be validated by the Director General at the beginning of the year. The heads of departments will then have their respective members of staff sign performance appraisal forms. These will be based on the ministerial performance contracts.

2.6 Individual Annual Work Plans

Every staff member will draw up an individual annual work plan based on the departmental annual work plan. This will ensure that each staff member contributes to achievement of the Ministry's strategic objectives and, thus, Somaliland's Vision 2030.

2.7 Implementation of the Annual Work Plans

Each Department will be responsible for the implementation of their work plans, contract-based remuneration being tied to performance.

2.8 Preparation of Budget Proposals

The Ministry will prepare budget proposals for submission to the Treasury for the allocation of the required budget resources to fund priority activities derived from the Strategic Plan.

3. MONITORING AND EVALUATION

The successful implementation of the Strategic Plan depends significantly on how the planned activities and outputs are effectively monitored and evaluated. There will be quarterly and annual monitoring and evaluation surveys to assess the extent to which the Strategic Plan has been implemented. This will be undertaken through the existing monitoring and evaluation framework. However, all heads of departments will be responsible for monitoring their own department's activities as part of their annual work plans. The monitoring will be based on observable and verifiable indicators as set out by the logistical frameworks. Progress reports will be submitted by each department to the Director General on both a quarterly and annual basis. These Monitoring and Evaluation exercises will form an integral part of the Ministry's performance management system and will be linked to staff appraisal and reward.

References:

1. Academy for Peace and Development (2002): The Role of the Media in Political Reconstruction. Hargeisa, Somaliland.
2. BBC (2011): The media of Somalia: A force for moderation? Policy Briefing # 4; BBC World Service Trust.
3. IREX (2008); Somaliland: MEDIA SUSTAINABILITY INDEX @: www.irex.org/program/MSI_Africa/index.ASP.
4. Rogers, Tony (2008): RADIO HARGEISA; VOICE OF THE REPUBLIC OF SOMALILAND; British DX Club [at] bdxc.org.uk
5. Somaliland Ministry of Planning, (2011): SOMALILAND NATIONAL VISION 2030: Hargeisa, Somaliland
6. Somaliland Ministry of Planning, (2011): National Development Plan: Hargeisa, Somaliland

