

Federal Republic of Somalia

Somali National Bureau of Statistics (SNBS) Strategic Plan (2021 – 2025)



DRAFT report¹ – October 31, 2020

¹ The Author of this report is an independent consultant (Mohamed Barre, mbarre98@gmail.com) hired by MoPIED to produce SNBS Strategic Plan for 2021 – 2025. The views expressed in this report are those of the consultant and does not necessarily represent the views of the Government and/or donors.

ACRONYMS

DNS	Directorate of National Statistics
FGS	Federal Government of Somalia
FMS	Federal Member States
MDA	Ministries Departments, Agencies
MoPIED	Ministry of Planning, Investment and Economic Development
SNBS	Somali National Bureau of Statistics
ISAE	Institute of Statistics and Applied Economics
UN	United Nations
IFI	International Financial Institutions
SWOT	Strength, Weakness, Opportunity and Threat

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EXECUTIVE SUMMARY

Within five years, Somalia is expected to satisfy the statistical need of its citizens and institutions with confidence. The essence of publishing reliable statistics is based on impartial, accurate and

Impartial scientific statistical information on employment, growth in the economy, the cost of living, crime victimization, family structure, physical and mental health, education attainment, energy use and the environment. (xxx, xxxx,)

timely information. This document highlights a 5-year strategic process of developing and re-establishing the Somali National Bureau of Statistics (SNBS) as an autonomous institution based on recently ratified act. The Ministry of Planning, Investment and Economic Development (MoPIED) spearheaded the establishment act and hence, contracted a consultancy service to develop the (2021 – 2025) Strategy. The consultant assessed current capacity of Directorate of

National Statistics, Statistics stakeholders and developed SNBS strategic vision, mission, goals and objectives, as well as results, resources framework and its required implementation modalities.

The overall objective of this Strategy is to establish a statistical center of excellence in Somalia. Specific objectives will include:

- To operationalize the Somali Statistics Law, institution ‘Bureau’ and systems.
- To standardize Statistics information, methodologies and tools
- To publish and disseminate accurate, reliable, accessible and timely statistics for the needs of all citizens, national institutions and global use
- To develop coordination mechanism and a road map to acquire and centralize all available past data including those developed by UN and other non-governmental institutions
- To re-establish the Institute of Statistics and Applied Economics

The consultant applied multiple tools, conducted key discussion processes to assess, evaluate and gather required information. During the process the consultant met key Ministry Officials, the Bureau, other government line Ministries, Department and Agencies (DMA) that are necessary for the development of the Strategy. Similarly, the consultant explored possibilities of engaging non-state actors (private sector and civil society in particular), multilateral and International institutions/agencies (UN, IFIs, intergovernmental, etc.) and other stakeholder who contributes to and/or uses the statistical information in Somalia as well as supporting donors.

The study was coordinated by the SNBS Director General, Deputy Director General and MoPIED Permanent Secretary for quality assurance and ownership purpose in addition to UNDP with financial and technical support.

1. BACKGROUND

This Strategic document highlights historical and current situation of Statistics in Somalia. It assesses institutional framework, systems and other capacities of current and future needs in developing and managing an independent Statistics Bureau. It involves statistics stakeholder assessment and analysis; study methodology and tools in the below sections.

1.1 The Statistics Act

Somali government established National Statistical Law No. 35 of 18 June 1970 and it was effective since 1990. Official data collection, information publication and research clearance were done by the Directorate of Statistics within the Ministry of Planning. However, since the fall of central government the statistical system collapsed like all other State institutions. After nearly three decades of Statistical Law implementation gap, with support from international institutions and donors, the Ministry of Planning Investment and Economic Development (MoPIED) initiated re-establishing the Statistics Law process. A draft concept was formulated, presented to the cabinet, parliament and finally ratified by the President on February 24, 2020.

The Statistic Law established a new and independent institution assigned to implement the law which is the *Somali National Bureau of Statistics* (SNBS) and it merged and replaced the National Directorate of Statistics (DNS). With the overall policy directions of MoPIED, the SNBS has a new Director General and Deputy Director General who are managing the day to day activities. Also, the law clearly establishes a governing Board of Directors (BoDs) that are expected to be nominated soon.

To regain confidence of statistics users and trust of data providers, a standard methodologies and tools should be applied. Trusted and timely publications that are accurate, reliable and timely will build the confidence of stakeholders and increase legitimacy of the Bureau. To have that SNBS needs modern tools, methodologies and technologies; it requires to employ capable human resource to capture, analyze and disseminate timely the demanded statistical information.

The pre-civil war Statistics Department within Ministry of Planning had an Institute of Statistics and Applied Economics which used to produce statisticians, analysts and technical team who contributed to the national statistical activities and economic analysis. Re-establishing the institute within the Bureau will increase human resource capacities that is highly needed by the Bureau and Somalia in general.

1.2 Study approaches and methodology

Various methodologies of assessment, data collection and discussions were applied to draft this strategy. The consultant applied a number of methodologies and tools to capture the current situation of DNS/SNBS and other stakeholders to support the implementation of the strategy.

With the current global pandemic of Coronavirus, limited one-on-one interview, group discussions and a validation workshop were conducted while observing health guidelines. Most of interviews are conducted through technology communication, social media discussion and telephone calls.

In summary the consultant conducted:

- **Literature review** of available and accessible information: this was mainly done on desk reviews of all available documents including the Statistics Bill, DNS Strategy and policies, structures, plans and other relevant documents (listed in the reference annex x).
- **Key Interviews and focus group discussions** to key personnel of Ministries, Departments and Agencies (including cabinet members, technical team and departmental staff including DNS and other line ministries) as well as non-state actors (civil society and private sector) and International/multilateral institutions, (UN, IFIs, donors, etc.) – (tentative list attached – Annex x).
- **Current Capacity assessment of DNS/SNBS.** To assess the current capacity of DNS/SNBS on, staffing level, financing, technologies/IT, office equipment and office space.
- **Data collection tools** that used to help data collection, given the COVID 19 situation, were limited to questionnaires, emails communications and more on telephone calls, social media (Skype, ZOOM, WebEx, WhatsApp, etc.) to avoid person-to-person contact where possible.
- **SWOT analysis DNS/SNBS.** Internal strength and weakness and external threats and opportunities are assessed to evaluate helpful and harmful environments surrounding the institutions. This will help the possibilities surrounding the newly established SNBS to implement its mandate and this strategy.
- **Validation** workshop will be held to present main findings, recommendation and the Strategy in general. That will give the consultant an opportunity to extract more ideas into the report and finalize the report.
- **Draft and final report;** The consultant produced inception report, draft and final reports in English – editable MS Word version is shared.

The summaries of the assessment and analysis, findings and recommendation are the base for the 5Y Strategic Plan development in the following sections. The draft strategy will be shared widely for input and review to all stakeholders when cleared by SNBS management. In addition, a

validation workshop for selected key DMA participants is anticipated to contribute and give feedback to the draft Strategy.

To develop this strategy writer closely consulted xxx of institutions and individuals including the MoPIED leadership, Bureau management and staff to adopt appropriate and agreed overall vision, mission, principles and the structure of the new SNBS Institutions. Based on the assessments, SWOT analysis and the wider consultation with stakeholders five strategic goals and 25 strategic objectives are developed to be implemented in the next five years. The implementation plan, tentative budget, resourcing framework, risk mitigation and management plans are also included.

2. SITUATION ANALYSIS

This section summarizes institutional assesses of the DNS's current situation and desired SNBS position in the next five years. It considers the institutional framework that are necessary for an institution to be effectively delivering its mandate (the legal, strategy, policies, manuals, guidelines, etc.). It assesses the existing DNS structure, Human resource, Offices and equipment as well as the desired level of SNBS structures and capacities. During September – October 2020 assessments, consultations and interviews with the leadership and staff summaries are detailed in the following sub-sections. Particular facts, challenges and opportunities to consider building effective institution and implementing this strategy are also recommended.

2.1 The Bureau of Statistics

The Directorate of National Statistics (DNS) is transformed into the Somali National 'Bureau' of Statistics (SNBS) from February 24, 2020 when the President of the Federal Republic of Somalia signed the Statistics Bill into law. A new Director General and a Deputy Director General were decreed to lead the SNBS together with the 72 member staff (including 45 civil servants) of the former DNS department.

During assessment, the specific areas to consider included; the **institutional framework**, Mandate details, simplifying structures, developing guidelines and procedural policies, and the strategic implementation; The human resource level, current **staffing** and capacity requirement; **financial** level and desired structure; Office **space** and facilities; and **technology**, ICT systems and equipment.

2.2 Institutional framework

According to the establishment act, the Board of Directors (BoDs) are the highest authority under the SNBS structure. Similarly, MoPIED supports budget appropriation submission, strategic and policy level cabinet engagements within the Government. The BoD is responsible to hire, fire, approve all program activities and financial activities under Statistics Act. The Bureau is mandated to collect, analyze and disseminate official statistics in Somalia therefore, the Bureau is responsible for compiling administrative data, conducting surveys and coordinating and approving all statistical activities in addition to publishing accurate, timely and reliable statistical information in Somalia. The Bureau inherited DNS space, structure, staff, furniture, equipment, ICT and finance which will be used by the SNBS. In particular,

- A desired new structure for SNBS will replace the Directorate one with the desired levels of functions, departments and sections. The new SNBS will have a structure that combines the current DNS and desired SNBS structure which will have six departments (section 4.5).
- Translation of the Act, the BoD structure and terms of references are also being drafted and translated by different consultants
- Administrative policies (HR, Finance, ICT, Security, etc.) and manuals for internal process, procedures and institutional requirements are a gap to be considered. Although government wide documents exist in some areas, adopting the most appropriate and enhancing the knowledge and capacity of staff is necessary.

2.3 Human resource

Seventy two (72) staff are currently working under the DNS structure with 19% females according to internal update report (pg5) of August 2020. These staff are divided into three categories depending on functional assignments and employment contracts. First groups are the civil servants (32) that are the backbone for the institutions. The second category are project-based staff (12) and the third category are short term consultants from Capacity Injection Programs (donor funded projects). The last two groups are subject to funding availability and/or delivering their assignment since they are not permanent staff, they normally transfer knowledge and systems. Assessment identifies below areas for consideration

- Assess the DNS current staff scope of work, level of work load analysis to identify other areas staff members can contribute in addition to what they are doing now.
- The desired Bureau staffing structure, ToRs, and workload and possibility of rearranging the current staff
- Identifying new staffing requirements
- Enhancing the staff capacities through Training needs assessment, promoting and culture of information and knowledge sharing

- Increasing awareness of HR policies and procedures.

2.3 Office Space and equipment

A section of the Ministry of Planning was allocated to be used as offices for the new Bureau. The section consists of 40 offices, 2 conference rooms with capacity to accommodate nearly 80 work stations (assuming two work stations share one office). The space in the new office given to SNBS is enough to serve the current space requirement however, in the longer term, the space requirement will be much more in particular when the Institute becomes operations.

The current office space and equipment (furniture) are identified as appropriate however, the IT and technologies in use are not the desirable level. The level of computers (only 20 new computers available now), the internet in use and soft ware applications are not licensed and are exposed to risk of virus and hacking. (Insert SNBS section picture).

Some recommendations are;

- Procuring appropriate IT equipment and networks (desktop computers, servers, networks, tablets for data collection and mobile applications etc.)
- License software applications (windows, data analysis, GIS, GPRS, networks)
- Upgrade websites, database systems and link them to cloud based servers
- Procure firewalls, antivirus and protection mechanisms
- Broadband internet service, standby generators and renewable power plans to protect and pack up the local power suppliers

2.4 financial support

DNS is supported by a number of donors in addition to the MoPIED level national budget contributions. Mos to publications, data collection tools and survey technologies are contributed by donors. Some Technical Assistant (longer term) where also contributed. Some donors are more strategic than others. Example, Statistics Sweden contributed to not only the institutional framework but also builds institutional capacities. AfDB is training postgraduate level studies to support statistic through scholarships to staff of the DNS department. Assessment recommends to;

Around a dozen of partners support the DNS department by contributing financial, Technical Staff, institutional framework and technological support. Type of support varies from one off, to few months and a multi-year project. include;

- *Bilateral (Statistics Sweden & Paris21*
- *IFIs (WB, and AfDB)*
- *UN (UNFPA, UNDP, UNICEF, IOM)*

- Optimize current financial and technical level support from Government and donors

- Maintain current donor support level and enhance reliable financial contribution in longer term.
- Expand financial and technical support base by actively fundraising and mobilizing new donors
- Plan and advocate financial, technical and all other needs of SNBS
- level of the directorate and optimal/desired Bureau financing needs

2.5 Strength, Weakness, Opportunities and Threats (SWOT) Analysis

SWOT analysis is used to capture additional information related to external and internal environment of the institution for consideration in strategy development and implementation. The strategy looks the helpful environment by analyzing the strengths and opportunities surrounding the institution's internally and externally. Similarly, the Strategy considers harmful environments by analyzing the internal weaknesses and also external threats.

2.5.1 Strength

Internal and very helpful environment are the Statistics Act gives SNBS the independence in its operation, management and publishing impartial statistical information. It has appropriate office space (new building with 40 offices and two main conferences), minimum qualified staff (38 civil servants and 34 technical assistants), office equipment and furniture enough to sustain current level of staffing. There is sufficient new furniture in the offices and conference rooms of the Bureau building. Also, there are uninstalled IT servers (3?) and around 20 new computers appropriately functioning. Moreover, a qualified leadership (the new Director General and Deputy Director General) and Board of Directors are mandated to lead the institution in the next five years which is a necessary condition for the establishment and building confidence of the institutional vision. All of these are the strength of the institutions.

2.5.2 Weakness

Internal and unpleasant environment includes limited budget appropriated for the Bureau. The annual budget set a side by the Federal Government is very minimal compared to the mandate, what it is expected to achieve and the level of funds at their disposal. Related to that, due to limited budget, SNBS is not able to attract the desired level of technical and qualified staff. In addition, the Bureau requires to procure hi-tech IT system, tools and applications. All of these will need extra funding.

Coordination mechanism within government and external actors is also a weakness identified by all actors met during the assessment. Coordination within the government to adopt harmonized data capturing system, sending timely information and contributing to the national statistics at Federal and State levels is a risk to informed decision making.

Table 1: SWOT Analysis - SNBS Strategy 2021 - 2025

Internal	Helpful	Harmful
	Strengths	Weaknesses
	<ul style="list-style-type: none"> • Independent Legal framework • Supportive leadership • Appropriate office space • ICT Equipment & furniture • Data production capacity • Qualified staff (DNS) 	<ul style="list-style-type: none"> • Limited funding sources • Level of Staffing required • Technology limited • Coordination systems • Public awareness
External	Opportunities	Threats
	<ul style="list-style-type: none"> • Impartiality • New leadership • Willing partners to support • Use of technology • Collaboration and coordination 	<ul style="list-style-type: none"> • Security • Political will • Financing • Collaboration • Public awareness

2.5.3 Opportunities

Major external and very helpful opportunities identified include the impartiality mandate, the new leadership (DGs and BoDs), supportive partners, use of technology and possible collaboration and coordination possibilities. The new leadership is encouraged to use the impartiality function to persuade all external actors, including donors to promote production of impartial information using technology. The leadership are expected to come up an appropriate roadmap to acquire all relevant information collected by external actors and lobby the donors to build capacity of SNBS to accommodate all Statistical information in a trusted and timely manner.

2.5.4 Threats

As to many institutions in Somalia, Security is the major external risk to the institution as access to all Somali regions and districts are very limited. In addition, multiple competing political agendas at Federal and State level are compounding the situation, particularly continuous electioneering phenomena in Somalia – either the Federal (as happening now) or one of the FMSs are in election mode almost every year! Apart from security and politics, collaboration and financing are also critical risk that can under mind the proper functioning Statistic Bureau. Donors and some data producing agencies are expected to support and build capacity of SNBS as part of its mandate otherwise, there are negative consequences that might arise. Finally, a public awareness of importance of official statistics is extremely necessary to support the process while building the trust and protection of identity confidentiality and impartiality.

3. STAKEHOLDER MAPPING, ANALYSIS & CONSULTATIONS

To take an action, evaluate options and plan future events in your life as a citizen, business entity, organization or government MDAs you will require to get a trusted and timely statistical information for decision making. This section maps data users, producers and supporting partners in Somalia into two major categories – A State and a Non-State Stakeholders.

3.1 State and non-state stakeholders

The different stakeholders to consult, assess and bring on board are from two main categories of state actors and non-state actors. The state actors include, Ministries, Department and Agencies (DMA) from Federal and Federal Member State institutions of Somalia. It also includes Intergovernmental bodies, bilateral Countries and international States while non-state actors are from Private sector business, research institutions, and civil society organization, multilateral and international organizations, UN agencies and other international institutions.

Some stakeholder produces national data while others make use of it. The re-establishment of the National Statistics Bureau and its mandate requires ownership, approval and adoption of a standard method of data production, analysis and deamination in Somalia. The stakeholder mapping, analysis and consultation is necessary to identify different data producers and users in Somalia. In addition to interested donor groups supporting statistics and information in general.

The list of potential major data players with indicative areas of partnerships.

Table 2: Key stakeholder analysis and engagement

State Actors		Non-State Actors	
Governmental MDAs	Partnership Areas	Nonstate agencies	Partnership area
MoPIED, The Minister, Deputy Minister, the PS and other officials	laws, appropriation bills, Strategic direction and cabinet affairs	Private Sector (services and export industries, productive sector, cooperatives and Cambers, etc.)	Partner on adopting harmonized tools, methodologies and standard; standardize data production and use of trade, commerce, agriculture, services and industry data; awareness
SNBS, The Director General, Deputy	Commitment agreements to fully operationalize SNBS	Civil Society actors (Research, academia,	Partner on adopting harmonized tools, standard and methodologies for

Director and all staff	and ensure confidentiality, independence and trustworthiness	Media, CBO, LNGOs, etc.)	production, use, dissemination Stat info; awareness raising
Legislatives, Integrity institutions (Auditor general, Solicitor General, Atony General, etc.) and law other enforcement agencies	Contribute to the law enforcement and applications	FAO and FEWS NET (FSNAU and SUWALIM in particular)	Partner on data sharing/transferring past data, harmonize production, use and dissemination of data: Agree on standard tools and methodologies for early warning declaration, (MAF)
Federal Ministries Departments and Agencies (example Education, Health, Finance, MDA, etc.)	Harmonize administrative data collection, analysis and dissemination methods used by statistics departments	UNFPA (PES update by 2023)	Partner on updating PES by 2023 (10 years) requirements a strategy and early plan and financing
Federal Member States MDAs	Harmonization of Administrative date, statistics departments and data collection and dissemination roles	UNOCHA and UNHCR (IDPs and Humanitarian date)	Partner on data production, use and dissemination; synchronizing terms, methodologies and government ownership and leadership (MAF)
African Union (IGAD, COMESA, etc.) trade and statistics blocks	Partner and agree on the role of Somalia in the regional strategies, bodies and standards to observe and adopt	International Financial Institutions - IFIs (WB, AfDB, IFC,	Partner on data production, financing (technical and technology) (MAF)
Bilateral support (Sweden Statistics, Paris21, etc.)	Seek long-term partnership agreement to develop SNBS at technical; standards tools and technologies to adopt and, financing	UN Statistics Commission and UN agencies (UNDP, UNICEF, WFP, ILO, WHO, IOM, etc.)	Partner to support SNBS technical, financial and technological capacities; adopting on global standards, tools, methodologies and technologies; Share/transfer data on Somalia; harmonize data production and dissemination;

		INGOs, Third Part Monitors and Multilateral Companies (Chemonics, DAI, Altai, etc. to mention few)	Partner with SNBS on research tools, methodologies and Standards. Share assessments, surveys, data analysis, reports and studies. Harmonize dissemination policies

3.2 Major gap areas

In summary, other identified areas of gap include **law enforcement**. Although Statistics act legal mandates SNBS to produce, compile, analyze and disseminate official statistics in Somalia, yet it will require an enforcement. Applying the Act requirements to both internal Government MDAs and the external actors (donors and other implementing entities) is a challenging process. Partnership building, awareness raising, explaining why it is important to have a centralized standard applications of data collection, analysis and dissemination for informed decision making is therefore important as a collective responsibility.

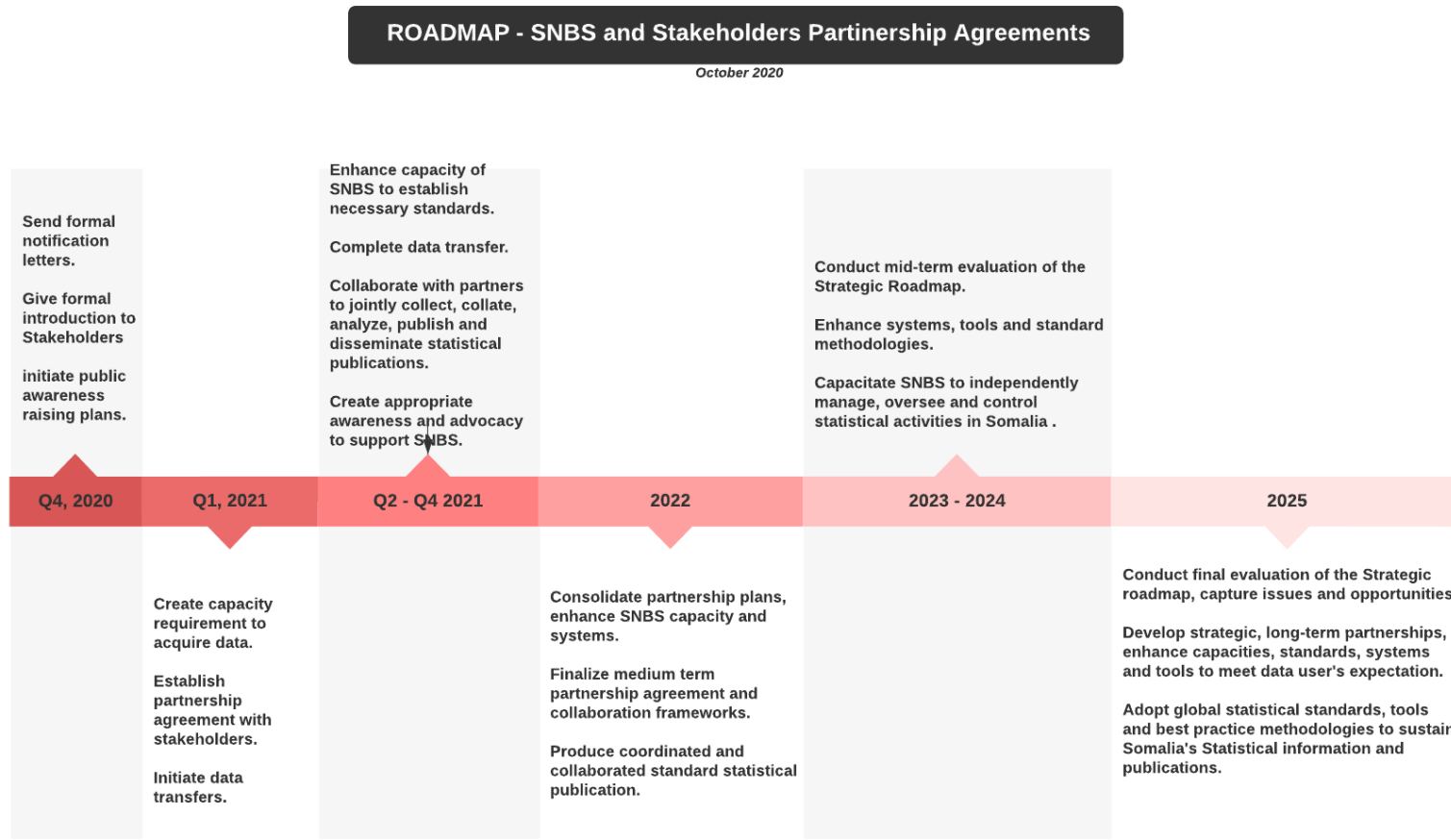
A second area identified as a major challenge in the **coordination mechanism** of statistical activities both within government MDAs and external actors. Internally, there is no harmonized way of collecting administrative information and coordination within the Federal Government and Federal Member States are limited. Externally, there are quite number of external institutions identified in producing data and statistical information without the control and consent of Federal Republic of Somalia’s specialized agencies. A number of donors also provide different support to multiple external and government institutions. All of these need to be coordinated.

A third areas is the financing facilities, technical support and technological support that is provided by donors. A harmonized, complement and supporting role of mandated institution for the National statistics is highly encouraged. This is part of the Mutual Accountability Framework (MAF) developed by the Somali Partnership Form and it should be included and implemented.

3.3 Roadmap – SNBS and Stakeholders partnership agreements

Partnership engagement roadmap is inevitable in a harmonized manner for all State and non-State actors to re-establish a trusted and timely statistical publication in Somalia. Most of people met during stakeholder analysis (list attached) suggested an immediate action of formal communication at the highest level of decision making for all State and Nonstate actors is necessary. At technical level SNBS need to work closely with all stakeholders to prepare the ground for the desired level of capacity and create the space to acquire all data available. (see steps at figure 1)

Figure 1: Roadmap – SNBS and Stakeholders partnership agreements



4. THE STRATEGY

4.1 Strategic goal

The overall strategy is to establish **a statistical center of excellence** for a trusted and timely information in Somalia based on independent, accurate and professional knowledge in the next five years (2021 – 2025). To achieve that, five strategic goals and twenty-five strategic objectives (five for each goal) are expected to be achieved. It might be quite an ambitious plan to achieve however, the team at the Statistics Bureau and other stakeholders met during assessment are confident in achieving these set of goals within the time and they are hopeful to mobilize the resources required.

The vision, mission, principals, strategic goals and objectives are adopted for this strategy after careful consultation and key discussions with the leadership, staff and other statistics stakeholders.

This section summarizes the vision, mission and principals as well as strategic goals, Strategic objectives, and the structure of SNBS.

4.2 Vision

A center of Statistical excellence in Somalia

4.3 Mission

To develop a coherent, reliable, efficient, timely and trusted demand driven “National Statistical System” that supports informed policy decision making that is free from political influences with reliable, timely and accurate demographic, socioeconomic and population information based on scientifically acceptable standards and methodologies.

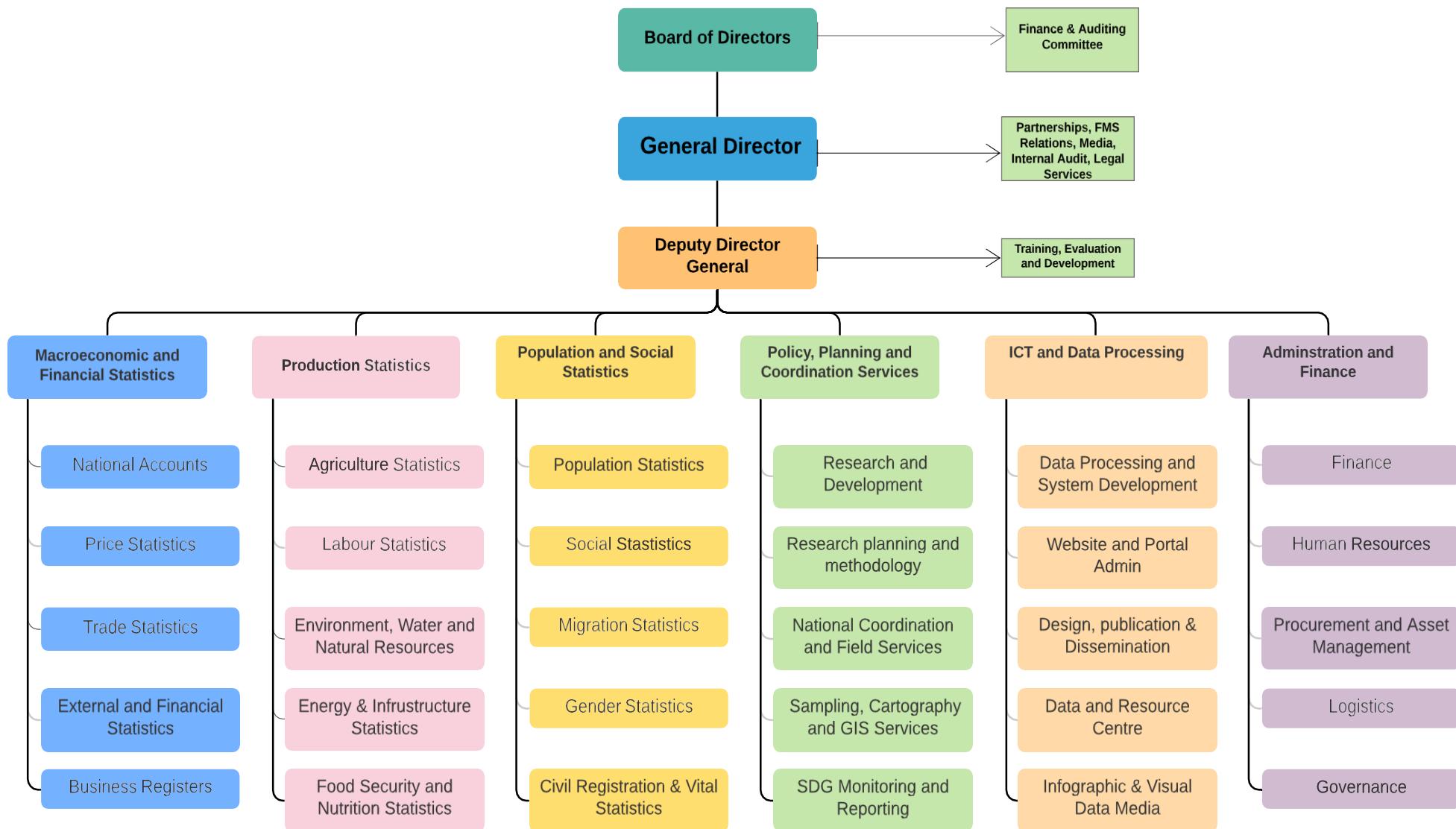
4.4 Principles

Table 3: Principles

Principals	Description
Independence	Independent from political, personal or institutional influence.
Relevance	Information must be accurate, relevant to the need and accessible
Reliability	Statistical and data should be reliable, correct and available when needed
Trust	Statistics data providers should trust and must be protected
Professionalism	Standardize statistical data collection, analysis and dissemination

4.5 Proposed Structure of SNBS

Figure 2: Draft - SNBS Structure



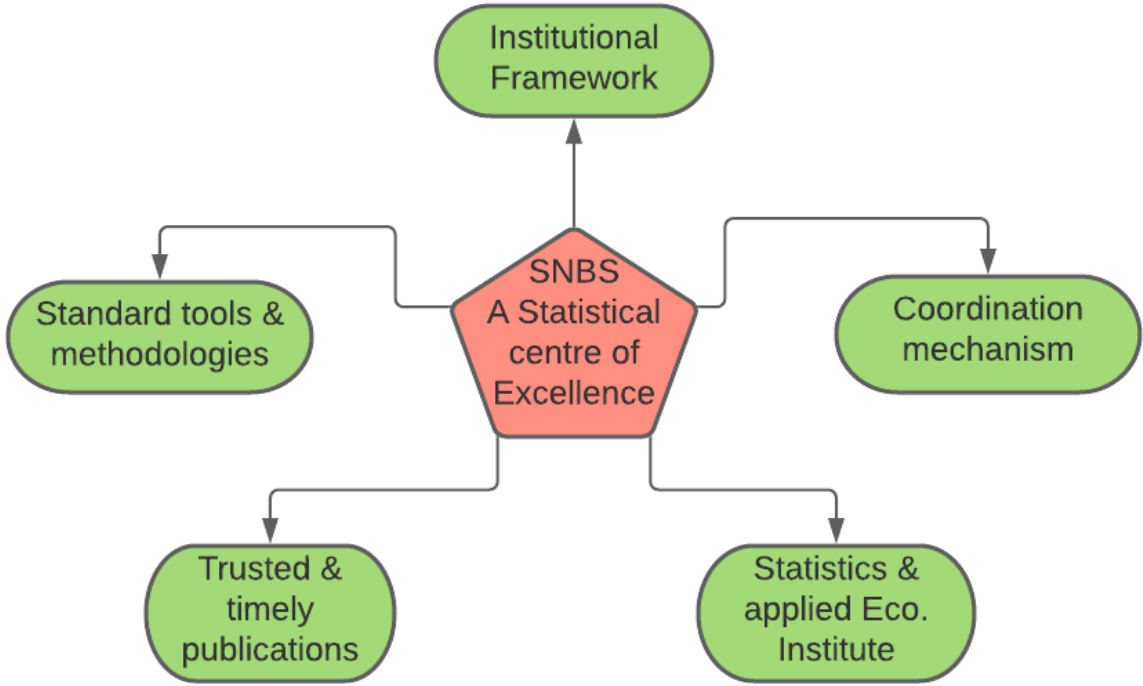
5. STRATEGIC GOALS

Overall strategic goal of SNBS is to be a Center of excellence for statistics and knowledge in Somalia. Based on discussions with the internal and external stakeholders, five strategic goals are identified to be achieve in next five years (2021 – 2025), these goals are summarized below. More detailed strategic objectives and indicative activities are captured in the below summary;

Strategic Goals

- 5.1 *Strengthen institutional frameworks and systems* (legal, infrastructure, equipment, human and financial resources)
- 5.2 *Adopt Standard tools and methodologies* for data production, collection and analysis
- 5.3 *Publish trusted and timely demographic and socioeconomic statistics*
- 5.4 *Stablish effective coordination and complementarity mechanism* for statistical
- 5.5 *Establish Institute Statistics and Applied Economics*

Figure 3: Five Strategic Goals



5.1: Strengthen Institutional Systems and frameworks

First goal is to strengthen Institutional Framework and Systems. Institutions should have basic *institutional frameworks* including documents clarifying basic roles and responsibilities; policies on practice and procedures; strategic goals to achieve with specified time and resources. The

SNBS institution has legal establishment mandate (Statistics Act) which clearly defines structures of governance (Board, executives and staff), their roles and responsibilities. While this strategy will guide on goals to achieve in the next five years, the policies and procedures of work follows, procurement, finance (internal control frameworks), HR processes, ICT protection and security, etc. need to be drafted/reviewed and adopted.

The work environment should have the necessary tools and appropriate infrastructure, technology, human capital and financial capacity to deliver the mandate. Fortunately, during the capacity assessment visit it was observed that SNBS has new building with furniture, some IT equipment and minimum human and financial resources to initiate implementation of this strategy. Two areas to emphasis with immediate attention are the ICT system (computers, power, networks, internet, servers, etc.) and software (licensed programs, and protection applications). These with a capable human resource and financial support, SNBS will confidently manage to achieve the target goals and objective.

Strategic objectives

5.1.1 Review and establish Institutional systems (legal, policy, Strategies, procedures, guidelines). *Indicative activities;*

- Translating legal frameworks (Somali-English), publish/online, orientate staff/stakeholders and create public awareness consider
- Developing policies and procedures of work flows - HR, Finance, Procurement, security, etc. Publish/online, orientate staff/stakeholders and create awareness
- Developing the 5Y strategy, mid-term review and final evaluation plans

5.1.2 Enhance Institutional Infrastructure (Offices spaces, furniture, equipment, etc.). *Indicative activities;*

- Renovating/partition offices space to accommodate maximum staff
- Give enough furniture, fixtures and equipment to operate
- Providing ICT equipment protected and appropriate space (computers, power, networks, internet, servers, etc.)
- Creating additional space for mass data collectors, enumerators training, and data entry
- Establishing training institute – offices, teaching area and other facilities

5.1.3 Install appropriate ICT infrastructure and appropriate licensed software applications.

Indicative activities;

- Providing modern and update date computers, power supply, networks, internet, servers, etc.
- Providing reliable internet services, licensed software applications and protection

- Creating protected backup data servers and reliable power sources (alternative energy)
- Creating online platforms for training, e-learning and common surveys
- Modernizing website, data base systems and create user access levels and protection

5.1.4 Enhance the human resource capacities. *Indicative activities;*

- Assessing staff capacities, scope of work and current contractual modalities
- Conducting work load analysis, identify training and staffing needs based on current structure
- Filling identified gaps by re-arranging the current staff to fit the SNBS structure and levels of work load based on their areas of expertise
- Hiring on merit-based process to fill the gap with a qualified and competent staff from
- Applying performance-based HR management, continues assessment and staff training

5.1.5 increase government and donor funding levels. *Indicative activities;*

- Planning and advocating sufficient funding level for SNBS at the annual National Budget Appropriation
- Planning and advocating for appropriate level of donor development budget support
- Assessing possible in-kind contributions of Technical assistants, software and hardware technologies
- Developing fund raising strategies to expand supporting donors, partnerships and collaborations
- Innovating creating own-resource through teaching, training, and publishing innovation ideas worth subscriptions.

Indicative; Principal Statistical MDAs*

- 1) Ministry of Commerce
- 2) Ministry of Justice
- 3) Ministry of Labor
- 4) Ministry of Transportation
- 5) Ministry of Agriculture
- 6) Ministry of Livestock
- 7) Ministry of Education
- 8) Ministry of Health
- 9) Ministry of Finance
- 10) Ministry of planning
- 11) Ministry of Energy
- 12) Central Bank of Somalia
- at el.

*List can be expanded to FGS & FMS principal statistical agencies

Box 1: Indicative: Principal statistical MDAs

5.2 Adopt international standards, tools and methodologies

A center of excellence should meet internationally accepted standards, tools and methodologies for data collection, analysis and deamination. The SNBS will adopt the UN fundamental principles of official statistics (January 2015).² As well, being a Federal Republic, Somalia will apply the

² https://unstats.un.org/unsd/dnss/gp/Implementation_Guidelines_FINAL_without_edit.pdf accessed 24 Oct, 2020

principles and good practices for Federal Statistical Agencies (FSA) including those identified by the US FSA³.

SNBS can achieve within fairly short time, use of technologies to develop and adopt international standards, tools and methodologies of statistical will increase trust of data users and providers therefore, SNBS will achieve the following five strategic objectives.

The five objectives are creating standard tools and methodology guidelines, standard digital data collection tools and methodologies, crating interactive website with database (cloud and servers), establishing continues monitoring, surveillance and secure firewalls for protection.

Strategic objectives

5.2.1 review and adopt **common guidelines and policies** using international standards and methodologies. *Indicative activities;*

- *Drafting guidelines for standard data collection tools and methodologies using technology and applications*
- *Publishing the guidelines, disseminate and create awareness*
- *Training key personnel to apply data collection standard guidelines and methodologies*
- Developing open government data guideline policy, data ethics framework, evidence-based policies, etc.
- Adopt cloud based secondary and primary data collection, analysis and publication tools, methodologies and standards

'US Government-wide Standards and Guidelines'

- Statistical Programs and Standards
- Standards and Guidelines for Statistical Surveys
- Federal Collection of Information
- Information Policy
- Information Collection Review
- Information Quality Guidelines
- Statement of Commitment to Scientific Integrity' -----

*<https://nces.ed.gov/FCSM/policies.asp> accessed on October 26, 2020

Box 2: Indicative – US Government standards & guidelines

5.2.2 Develop standard digital **data collection tools** using standard tools and methodologies. *Indicative activities;*

- Standardizing digital data collection tools
- Standardizing digital data collection methodologies
- Conducting pretesting techniques
- Reviewing, redesigning and applying best practices

³ <https://www.nap.edu/catalog/18318/principles-and-practices-for-a-federal-statistical-agency-fifth-edition> accessed 24 Oct, 2020

5.2.3 Establish interactive, real-time database with dashboard, cloud data storage and analysis website. *Indicative activities;*

- Licensing secure webhosting platform
- Renting cloud data storage space
- Engaging database system developers
- Creating secure database system with interactive real-time data entry and analysis platforms and dashboards
- Creating password protected, different access level users and a public window

5.2.4 continues monitor, evaluate and enhance quality of tools and methodologies. *Indicative activities;*

- Conducting monitoring and evaluation of tools and methodologies
- Partnering international and regional standardization institutions
- Enhancing quality of tools and methodologies
- Conducting perception surveys on standards, tools and methodologies
- Updating monitoring and evaluation processes and apply

5.2.5 Establish firewalls, surveillance and security protection systems. *Indicative activities;*

- Procuring hardware and software security systems for servers, applications and websites.
- Enhancing data, software and website security through reliable license
- Creating alerts, surveillance, and protection firewalls system to protect data
- Training continuously ICT/GIS staff to update any new and potential treats
- Adopting technology advancement and upgrading continuously.

5.3 Publish trusted and timely demographic & socioeconomic statistics

The credibility and reliability of SNBS publications will primarily depend on the accuracy, independence and timely publications therefore. To be relevant, the Bureau has to publish an information required by the users for decision making in a timely manner. Currently, DNS publishes quite a few data (GDP, CPI, etc.) the need for information of wide range of areas is crucial. To mention few, the labor market surveys, trade statistics, population surveys, and the Population Estimation Survey (PES) which was done by UNFPA in 2014 will need to be updated within this strategy period, plans should be underway to update as a common practice.

In addition to be able to analyze trends, SNBS has to work closely with internal and external shareholders to get all information compiled and created in the past decades some of it currently

held by government and other external institutions. A close coordination and complementarity are a way to achieve this goal.

SNBS to produce, compile and collect new data, it has to build its capacity and acquire the human, financial and technologies. Adopting technology-based tools and techniques may leapfrog and create a trusted, timely, reliable, accurate and accessible statistical information. This goal highlights few areas that SNBS should consider to achieve attaining credibility and trust including conducting surveys, updating PESS publication, creating awareness and publishing the maximum information that is accurate, timely and politically neutral to keep its independence.

Indicative sources of data

- Survey and Census of people and organizations
- Government administrative records,
- Private sector data sets,
- Sensor data,
- Geospatial data,
- Web based data

Source: Principal and practice for a Federal Statistics Agency: (Pg23)

Box 3: Indicative sources of data

Strategic objectives

5.3.1 Conduct surveys, census and data collections. *Indicative activities; indicative activities;*

- *Developing surveys and census data collection tools*
- *Uploading digital applications and tools*
- *Drafting confidentiality notes*
- *Training enumerators and supervisors*
- *Pretesting data collection tools*

5.3.2 Publish reliable and timely statistical information. *Indicative activities;*

- Publishing updated population statistics
- Publishing Economics and financial statistics
- Publishing demographic information
- Publishing production statistics
- Publishing SDG indicators for Somalia

Indicative Statistical publication

1. Update PES by 2023
2. Demographic survey
3. Vital statistics
4. Health, education, migration,
5. Gross Domestic Product (GDP)
6. Trade & finance statistics
7. Production statistics - crops, livestock, Fishery statistics
8. Employment Data
9. Consumer Price Index (CPI)
10. Environmental statistics
- 11.

Box 4: Indicative Statistical publications

5.3.3 Enhance interactive database, storage and analysis. *Indicative activities;*

- Creating and using digital data collection tools and applications based on global standards and methodologies
- Storing and collecting data on tablets, GPS powered and digital tools
- Creating interactive web-based dashboards and data analysis systems
- Storing data in an interactive applications and web-based database

- Creating cloud-based storage system and replicating ground servers

5.3.5 Establish support center for research and development. *Indicative activities;*

- Establishing a dedicated functional responsibility for a support center for research and development
- Assigning dedicated staff on research and development
- Developing standard research and development guidelines
- Coordinating research and development activities in Somalia
- Creating repository of research and development publications
- Increasing awareness and advocacy for R&D

5.3.4 Create dissemination, advocacy and awareness platforms. *Indicative activities;*

- Reviewing and updating the dissemination policy
- Creating awareness raising techniques, technologies and platforms
- Enhancing advocacy for policy adoption, use of official statistics and publications
- Translating official publication into multiple languages for different users/audiences
- Attracting and enhancing public participation and confidence building through the use of technology and infographic summaries

5.4 Establish effective coordination mechanism

SNBS is mandated to coordinate all statistical activities in Somalia therefore, all International and National MDAs must coordinate and follow a standard coordination mechanism to avoid duplication of efforts and wasting resources. Effective coordination mechanism saves time, resource and energy for Government Ministries, Departments and Agencies involved in statistics activities. It also enhances efficient use of limited resources and complementarity for effective use of resources.

Based on assessment, consultations and review of documents, this strategy identified three different stakeholders who are involved Statistics sector. First group are statistical data producers; who are either internal government MDAs that generate important statistical data commonly known as administrative data and/or, external actors who produces primary and secondary data on climate, productivity, prices, etc. (mainly UN agencies and also international NGOs and research institutions).

The second category stakeholders are data users; who bases their decisions, plans and actions on the above category stakeholders' publications, data and analysis. The challenge is when

government and external actors are producing different data, information and analysis that are not in harmony any decision taken is bias and therefore creates risk consequences.

The third and final groups are multiple donors and bilateral governments who supports (financial and technical levels) statistical data producers, processers and analysts. These institution's resources go to both government and non-government institutions that at times are not in synchrony.

Goal 4 concentrates establishing effective coordination mechanism for all three stakeholders (data producers, users and funding donors) to comply the Statistics Act, complement and synchronize activities and follow standard global guidelines.

Strategic objectives

5.4.1 Establish effective coordination mechanism for *external data producers* (External actors).

Indicative activities;

- Conduct mapping exercise external data producing agencies
- Starting engaging and data transferring process (road map) for the past several decades
- Agree modalities of coordinating and complementing in accordance with Statistical Acts
- Developing coordination guidelines, frameworks and management in accordance with Statistics Act
- Establishing coordination mechanisms using technologies, real-time platforms and, structures, timelines, etc.

5.4.2 Establish effective coordination mechanism for *internal data producers*. *Indicative activities;*

- Conducting mapping exercise of all internal data producers
- Drafting internal guidelines for MDAs level data producers
- Creating coordination mechanism (mandate, structures, timelines, etc.)
- Establishing common platforms for information capturing and sharing
- Creating awareness on importance of effective coordination

5.4.3 Establish a road map of data transfer and adopt standard agreed model of coordination

- Mapping capacity need of SNBS to acquire data transfer
- Establish server, internet and other requirements to host data
- Developing and adopting interactive database for coordination
- Employing database managers
- Continuously monitoring and updating -synchronizing data at different servers

5.4.4. establish effective coordination for Statistical supporting institutions (funding & TAs).

Indicative activities;

- Conducting mapping exercise of all external and internal donors
- Developing comprehensive resource mobilization plan
- Initiating active resource mobilization and advocacy campaigns
- Adopting international accountability and transparency platforms
- Contributing to knowledge networks

5.4.5 Effective mechanism of data dissemination, advocacy and awareness. *Indicative activities;*

- Disseminating coordination mechanism guidelines, structures and management tools
- Activating and using social media, website and other media platforms
- Advocating coordination mechanism within government and external stakeholders
- Participating regional and international coordination platforms
- Increase awareness, public participation and public confidence

5.5 Establish Institute of Statistics and Applied Economics

The Somali government realized the need for statistical institute from mid-seventies and established the Institute of Statistics and Applied Economics. The Institute was established and started operating 1976 within the department of Statistics under Ministry of Planning. Dr. Aues Scek⁴, Prof. Abdullahi Sh. Ali Qalocow' and the late Hon Hussein Elabe Fahiye, et al, contributed to its establishment and were teaching from 1976 - 1990. The four rooms premise was able to accommodate around 100 students per semester (approximately 25 students per class). Thousands of students are trained and graduated from that institute including Dr Abdirahman, the current Governor of Central Bank of Somalia. Initially the Institute was training post-secondary students but later included graduate students for a two years graduate and post graduate diploma, respectively. Students were applying statistical applications on data collection, processing, analysis tools and methodologies. The Institute was recognized by Ministry of Education and Higher Learning. Graduates from college were privileged to join third year the Somali National University and other higher education institutions to complete degree programs.

To enable supply of skilled statisticians that will contribute to data generation, collection, and analysis, SNBS has to re-operationalize the Institute of Statistics and Applied Economy. The institute will produce qualified statisticians, researchers and mathematicians that will contribute to development of data and statistical surveys, methodologies and standard tools. The

⁴ Interview with deputy NEC, Dr Aues Scek on 20 and 21 Oct 2020 at Palm Business Park, Mogadishu

establishment of Statistics Institute will contribute to building the highly needed human resource by the Bureau, the Ministry of Planning and the wider stakeholders in general.

Goal 5, concentrates re-establishing the Institute of Statistics and Apply Economics which will require drafting establishment policy, creating appropriate infrastructure (including online platforms), hiring dedicated human resource (teaching and management), developing syllabus, teaching guides and curriculums as well as financial stability.

Strategic objectives

5.5.1 Re-establish Institute formation framework (policy, strategy, etc.). *Indicative activities;*

- Drafting establishment policy, procedures and guidelines
- Conducting consultation meetings
- Validating the establishment policy
- Publishing the policy, train on stakeholders and operationalize
- Constituting advisory team (include former teachers and graduates)

5.5.2 Develop standard syllabus, teaching guides and curriculum. *Indicative activities;*

- Reviewing available standard syllabus, teaching guides and curriculums
- Drafting standard syllabus, teaching guides and curriculums
- Engaging Ministry of Higher Education to evaluate and accept certifying
- Providing a recognized Certificate and Diploma level accreditation
- Advocating and increasing awareness of importance of the Institute

5.5.3 Establish teaching facilities (infrastructure – online/face-to-face). *Indicative activities;*

- Creating online teaching platforms using licensed and opensource resources
- Creating physical administrative and teaching space
- Procuring, equipping and fixing teaching facilities and furniture
- Procuring IT equipment

5.5.4 Hire teaching and non-teaching human resource. *Indicative activities;*

- Conducting inhouse assessment of staff
- Identifying potential part-time teaching staff
- Building and enhancing teaching staff capacity
- Enhancing administrative staff capacity
- Providing teaching tools and technologies

5.5.5 Provide training, seminars and workshops. *Indicative activities;*

- Conducting regular classes – teaching both online and face-to-face
- Training statistics department staff short courses, seminars and workshops
- Conducting induction trainings for hired Statistics staff
- Enhancing level awareness and advocacy on statistics importance
- Contributing to publications

6. RESOURCE MOBILIZATION

Appropriate level of resource mobilization within the government budget appropriation and donor support should be adopted to achieve this strategy. Around a dozen of partners supports the DNS department by contributing a financial, Technical Staff, institutional framework and technological support. Type of support varies from one off, to few months and a multi-year projects include;

- Bilateral (Statistics Sweden & Paris21)
- IFIs (WB, and AfDB)
- UN (UNFPA, UNDP, UNICEF, IOM)

Proper planning, coordinating and engaging not only the government budget but also other governmental, intergovernmental bodies and multilaterals is necessary.

7. RISK MITIGATION AND MANAGEMENT

Inherited level of risk is always present in Somalia (Security, political, climate, economic, social unrests, etc.) however, all manageable risks are calculated and taken into account where possible. Probability of a risk happening are usually measured on its potential impact. If the impact is high and the probability of it happening is also high, then we measure it as an extreme risk. When the probability of risk happening is low and it has lesser impact, it is measured as low risk/low impact. Normally, the higher the probability of a risk happening the higher the impact associated to it. Moderate level of risks and impact need to be managed if identified as an acceptable level.

That is the reason why we need to monitor the risks happening. Normally it is beyond the control of any one when it is happening however, managing the level of exposure, intensity and calculating acceptable level of risk is necessary to mitigate and or manage it out. For simplicity, in this strategy, we are using extreme, moderate and low risk categories to plan and monitor. In Somalia, there is high level of insecurity, thus fundamentally one should consider when planning strategies (cost of doing business) and consider all measures possible. First risk the presence of armed groups and active conflicts. That is beyond the control of the current analysis

however, is should be expected level of improvements made by government and its international partners. Global economic downturn has negative impact on national and donor budgets this close monitoring and alternative sources of financing to be consider. Equally important is the risk of climate (drought, flood and deceases) and Civil unrests challenges are common in Somali though low impact on SNBS.

Table 4: Major risks, likelihood, impact and mitigations measures

Major Risks	Likelihood	Impact	Risk Category (extreme, moderate and low) Mitigation/management
Insecurity	High	High	Extreme ; Security consideration in Mogadishu and all areas is a priority. Develop security procedures, guidelines and management guides
Political	High	Moderate	Moderate : Political changes within Federal Government and Federal Member States may have negative impact – continues monitoring, updating and engaging is recommended
Economic	Moderate	Moderate	Moderate : Global economic down-turn due to COVID 19, may have financing impact of SNBS
Climate	High	Low	Low : SNBS as an institution might not be highly impacted to climate challenges in Somalia – droughts, diseases and floods.
Social	Low	Low	Low : the probability of Social unrest is low in Somalia however, due to climate effects, movement of IDPs need to be monitored

8. MONITORING, EVALUATION AND IMPLEMENTATION MODALITIES

The strategy will have overall 5 years workplans to be implemented depending on available resources. Each year, will have specific annual objectives and targets derived from the overall strategy. These objectives will have a set of activities, indicators and results will be planned, implement. In built monitoring and evaluation plans quarterly bases at minimum will be implemented. Similarly, midterm Strategy evaluation and Final evaluation are envisaged to capture lessons learnt for implementation.

While implementation is ongoing, active monitoring of activities, processes and application will also be parallel implemented to managed issues, to evaluate whether the plans are leading to the desired outcome of all strategic goals and strategic objective.

Lessons learnt from monitoring and evaluations should be captured and integrated into the next implementation plan. This a cycle of planning, implementation, monitoring and evaluation is a continuous to be adopted and impended during the strategy implementation. (diagram)

Figure 4: Strategy implementation plan (2021 – 2025)

M&E, Strategic Implementation Plan 2021 - 2025

1. Initiate Work plans

Initiate Strategy implementation action plans and record issues, risks and progress logs as you start it.

2. M&E for Lessons

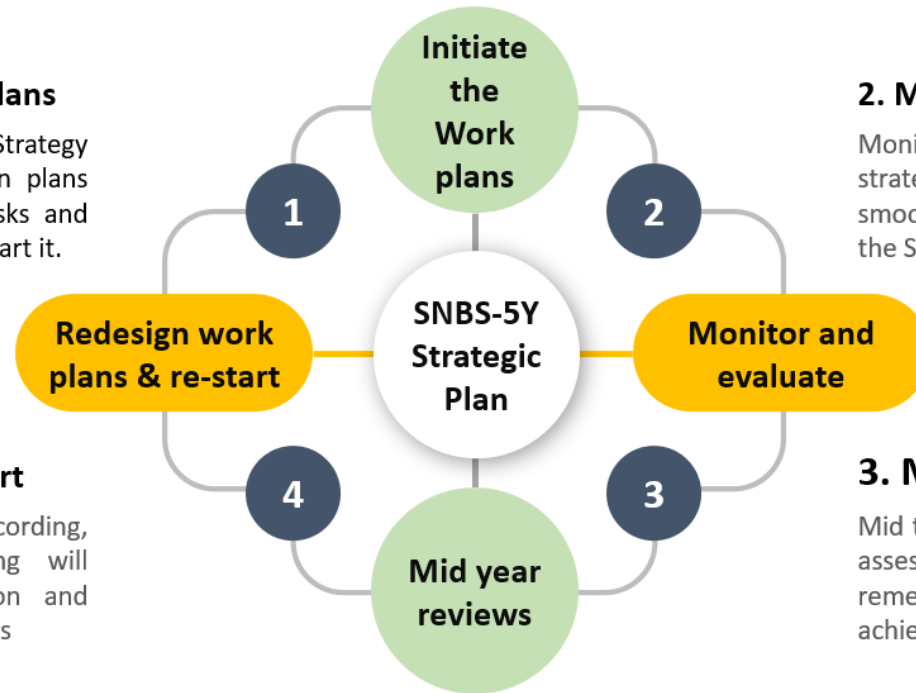
Monitoring and evaluating strategic direction to support smooth implementation of the Strategic goals.

4. Update & restart

Lessons learnt recording, sharing and applying will enrich implementation and produce desired results

3. Mid term review

Mid term review will allow to assess any off direction remedials action and enhance achieving desired results



10. TENTATIVE BUDGET

The overall budget estimated for the five years is USD 73M. Assumption is based only on the establishment cost estimates, continues capacitating, and production costs. However, annual level budget details and work plans need to be developed, resourced and adopted.

Table 6: Tentative 5Y Budget estimates

5. Strategic Goals 2021 - 2025	Budget in USD per year					Total USD
	2021	2022	2023	2024	2025	
5.1 <i>Strengthen institutional frameworks and systems</i> (legal, infrastructure, equipment, human and financial resources)	2,500,000	1,500,000	1,500,000	1,500,000	1,500,000	8,500,000
5.2 <i>Adopt Standard tools and methodologies</i> for data production, collection and analysis	1,500,000	500,000	1,500,000	500,000	500,000	4,500,000
5.3 <i>Publish reliable, accurate and accessible demographic and socioeconomic statistics</i>	10,000,000	5,000,000	25,000,000	5,000,000	5,000,000	50,000,000
5.4 <i>Establish effective coordination and complementarity mechanism</i> for statistical activities	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	5,500,000
5.5 <i>Establish Statistics and Applied Economics Institute</i>	2,500,000	500,000	500,000	500,000	500,000	4,500,000
TOTAL Strategy Budget 2021 - 2025	18,000,000	8,502,022	29,500,000	8,500,000	8,500,000	73,000,000

11. ANNEXES

- i. ToR
- ii. Study plan (table 2)
- iii. Pictures & graph designs
- iv. List of people/institutions to meet with their contracts (Table 1)
- v. List of literature review documents (References)
- vi. Validation workshop tentative program

I. ToR

(Attached)

II. Tentative consultancy plan

This study will be completed in 40 days as per the consultancy ToR and agreement. The final report is to be submitted not later than October 4, 2020. If all stakeholder's engagement is important, we may need extra time to consult and I would like to bring that to your attention now.

Figure 5: Consultancy timeline and possible activities

Days	Activities	Comments
10	Literature review, consultation with Ministry and Bureau leadership	All available and accessible data to be shared with consultant
10	Current situation analysis of DNS and related capacity institutions to plan SNBS strategy in 5 years	Given COVID 19 situation, health guidelines will be observed. Staff of departments
10	Stakeholder mapping and analysis	Contacts of all-important agencies and contact persons are requested on above list of stakeholders.
10	Report writing, validating and presentations – draft and final report	Validation workshop to be arranged by the DNS/SNBS team and MoPIED

III Selected pictures



Above is the entrance of the new building office for SNBS and below stairs, coridor and office furnitures



