FEDERAL REPUBLIC
OF SOMALIA

SOMALI NATIONAL
BUREAU OF STATISTICS

SOCIAL SECTOR STATISTICAL STRATEGY

2023-2027

SOCIAL SECTOR STATISTICAL STRATEGY

2023-2027

Table of Contents

List of Figures

List of Tables

Foreword

The Federal Republic of Somalia (FRS) developed its National Strategy for the Development of Statistics (NSDS) in 2018/2019 in response to the increased demand for quality statistics to support policy formulation, monitoring and evaluation of development initiatives. Since then other sector strategies related to development of statistics such as Gender and Governance had been developed. There has also been marked improvement in economic statistics. However, there is no such strategy to guide the development and production of social sector statistics. Consequently, the social sector statistical strategy has been developed to help strengthen the production and availability of social statistics to meet the increasing demand by stakeholders.

The Social Sector Statistical Strategic Plan (SSSSP) (2023-2027) therefore, is very timely, and sets out a 5-year strategy for the Somali National Statistical System (SNSS). The strategy seeks to address the underdevelopment of the administrative data system, starting with selected Federal Ministries Statistics Units such that more and better quality data may be collected at a lower cost, while ensuring continuous and systematic production of social statistics from survey data sources. This will be particularly important to fulfil the reporting requirements of both national and international development programs such as the Somali National Development Plan-9, the African Union's Agenda 2063, and the Sustainable Development Goals (SDGs).

The SSSSP contains four goals, namely, improvement in policy regulatory and institutional framework, human resource adequacy and capacity building, provision for statistical and physical infrastructure and enhancement in data production, dissemination, and use. The expectation is that the implementation of these goals would strengthen the SNSS to function efficiently and thereby produce varied and high quality social statistics to support the development of the FRS.

I commend the Management and staff of SNBS and the Federal Ministries who, in diverse ways, contributed to the development of this strategy. The strategy could not have been developed without financial and technical support from the United Nations Children's' Fund (UNICEF). Their contribution is very much appreciated.

Hon. Mohamud A. Sheikh Farah (Beenebeene)
Minster of Planning, Investment and Economic Development
The Federal Government of Somalia

Preface

Social Statistics provide a useful benchmark for policy formulation, monitoring and evaluation of development interventions, both national and international. The effectiveness of monitoring the required interventions requires the production of high quality social statistics. Since social statistics are produced from multiple data sources by several data producing agencies close supervision and monitoring are required for quality enforcement. This requires a collective effort to harmonize, standardize, operationalize and coordinate the production and dissemination social statistics for the benefit of users. The social sector statistical strategy has, therefore, been developed to guide the production of quality social statistics.

The Social Sector Statistical Strategy highlights the production of social statistics from both administrative and survey data sources. It seeks to address challenges in social statistics production including statutory and institutional framework, statistical and physical infrastructure and human resource capacity gaps. It provides for the institution of governance mechanism and implementation arrangements to ensure effective oversight and supervision in the implementation of the strategy.

The Statistics Law No. 24 mandates the Somali National Bureau of Statistics (SNBS) to produce data (and for that matter social statistics). Since the SNBS alone cannot meet all the data requirements of the Federal Republic of Somalia, Federal Government Ministries, Departments and Agencies (MDAs), Federal Member States and institutions, other non-government agencies such as Civil Society Organizations (CSOs) and Non-Governmental Organizations (NGOs) also produce or are expected to produce data to complement the work of SBNS. With these different stakeholders producing social statistics from different data sources, effective coordination of data production activities within the SNSS becomes imperative.

It is in response to this mandate that the SNBS collaborated with selected Federal Ministries to develop the Social Sector Statistical Strategic Plan (SSSSP) to guide the production of social statistics to facilitate policy formulation, monitoring and evaluation of development initiatives. The preparation of the strategy benefited from extensive consultations from key stakeholders in the social statistics data production landscape. It also benefited from vast resources including the Statistics Law No.24, the National Development Plan-9, the Somali National Strategy for the Development of Statistics (SNSDS), sector statistics plans, policies and strategies and other international literature on social statistics.

Mr. **Sharmake Mohamed Farah**
Director General
Somalia National Bureau of Statistics

Acknowledgements

Acronyms

ACS	African Charter on Statistics
AU	African Union
AWPB	Annual Work Programme Budget
CAA	Civil Aviation Authority
CAPI	Computer Assisted Personal Interviewing
CRVS	Civil Registration and Vital Statistics
CSOs	Civil Society Organizations
DHS	Demographic and Health Survey
DNS	Directorate of National Statistics
DPs	Development Partners
FGS	Federal Government of Somalia
FMS	Federal Member States
FRS	Federal Republic of Somalia
GDP	Gross Domestic Product
IND	Immigration and Naturalization Directorate
LAN	Local Area Network
LFS	Labour Force Survey
MDAs	Ministries, Departments and Agencies
MIS	Management Information System
MoE	Ministry of education
MoEWR	Ministry of Energy and Water Resources
MoH	Ministry of Health
MoIFAR	Ministry of Interior, Federal Affairs and Reconciliation
MoLSA	Ministry of Labour and Social Affairs
MoLSA	Ministry of Labour and Social Affairs
MoPIED	Ministry of Planning, Investment and Economic Development
MoTCA	Ministry of Transport and Civil Aviation
MoU	Memorandum of Understanding
MoWHR	Ministry of Women and Human Rights
MoPIED	Ministry of Planning, Investment and Economic Development
NACPUS	National Advisory Committee of Producers and Users of Statistics
NDP-9	National Development Plan Nine
NGOs	Non-Governmental Organizations
NSS	National Statistical System
PESS	Population Estimation Sample Survey
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PSSD	Population and Social Statistics directorate
SDGs	Sustainable Development Goals
SHaSA	Strategy for Harmonization of Statistics in Africa
SNBS	Somali National Bureau of Statistics
SNSDS	Somali National Strategy for the Development of Statistics
SNSS	Somali National Statistical system
SoDMA	Somali Disaster Management Agency
SSCB	Social Statistics Capacity Building
SSSS	Social Sector Statistical Strategy
SSSSP	Social Sector Statistical Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToR	Terms of Reference
UNFPOS	United Nations Fundamental Principles of Official Statistics
UNICEF	United Nations Children's Fund
WAN	Wide Area Network

EXECUTIVE SUMMARY

The Somali National Bureau of Statistics (SNBS), through support from the United Nations Children's Fund (UNICEF), is implementing the Social Statistics Capacity Building (SSCB) Project for Somalia. The project aims at strengthening the country's social statistics system, through the development of a social sector statistical strategy and bridging the socio-economic data of the Federal Republic of Somalia (FRS).

The National Statistics Law, No. 24 effectively establishes the Somali National Bureau of Statistics as the officially mandated government agency responsible for the collection, compilation, coordination, analysis, evaluation and dissemination of national statistical information. The SNBS has expertise and experiences in implementing household surveys dating back to 2013/2014 through its collaboration with the United Nations Fund for Population Activities (UNFPA) and other partners, it could not meet the data requirements of stakeholders in the FRS. This is partly due to the ever-increasing demand for social statistics. The services of other data producers in the Somali NSS therefore, become more pertinent.

Consequently, the social sector statistical strategy has been developed to guide the production of social statistics and increase its availability. The strategy seeks to harmonize the different sources of social statistics, examines the data ecosystem and capacity for data production and management and devise strategies for the collection of administrative and survey data. Ultimately, the availability of quality social statistics would provide a quantitative basis for informed decision-making, planning and effective monitoring and evaluation of national and international development programs, including the NDP-9 and the Sustainable Development Goals (SDGs).

A matrix of the social statistics currently produced and disseminated by public institutions in Somalia has been developed to serve as a baseline (Annex 2). The matrix specifies the institution producing the data, the level of government institution, the type and source of data produced and disseminated as well as the periodicity of production.

Eleven institutions (Section 1.3, footnote 1) have their priority statistical activities incorporated into the SSSSP. The development of the SSSSP relied on relevant statistical reports, strategies, plans, laws and other literature related to the development of social statistics in Somalia. It also benefited from consultative processes involving stakeholders in the SNSS to ensure buy-in and ownership. Stakeholders also participated in the strategy's validation meetings prior to finalising the strategic Plan. The strategy examined the SNSS and identified the key challenges which included poor coordination, inadequate institutional capacity for the production of social sector statistics, data gaps and poor operating environment. It also identified measures to strengthen the NSS which included the operationalization of the Statistics Law No.24, statistical advocacy to raise the profile of social statistics, recruitment of additional staff and capacity building.

The SSSSP highlighted the international, national and sectoral development agendas which are aligned with the SSSSP and will positively impact on statistical activities at the SNBS and the wider SNSS. At the international level, it listed among others, the UN Fundamental Principles of Official Statistics (UNFPOS), the African Charter on Official Statistics, the African Union Agenda 2063 and the Sustainable Development Goals (SDGs). At the national level, the SSSSP is aligned with the Somali National Development Plan-9 (NDP-9). At the sectoral level the SSSSP envisions the importance of the Somali National Strategy for the Development of Statistics (SNSDS), the Somali National Bureau of Statistics 5-Year Strategic Plan, 2021-2025, the Somali National Gender Policy, the UN Convention on Civil Registration and Vital Statistics, among others.

A scientific basis was adopted to determine the goals and strategic objectives for the SSSSP. The goals and objectives have been anchored on objective review of NDP-9, the SNSDS, selected policies, sector statistical plans, Federal Member States statistical plans and the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) as well as the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. Based on the objective analysis, the key issues identified were: coordination challenges; institutional challenges/weaknesses; data gaps; and inadequate financial resources including the issue of sustainability with respect to reliance on donor support. Based on these, four goals and 10 strategic objectives were set (Table 2)

The four goals are:

- Improvement in policy regulatory and institutional framework;

- Improvement in human resource adequacy and capacity building;

- Provision of statistical and physical infrastructure; and

- Enhancement of data production, dissemination, and use (Annex 2: Current production of social statistics provides a baseline)

Each of the goals has a number of strategic objectives (Table 2) while each of the strategic objectives also has a number of activities. These activities have been set out in the 5-year action plan and costed accordingly. The total cost of the strategic plan is **Nineteen Million, Nine Hundred and Twenty Six Thousand, Seven Hundred and Thirteen United States Dollars ($19,926,713).**

Funding of the strategic plan is the responsibility of the Federal Government of Somalia. However, Development Partners are expected to provide financial support to fill the financing gaps. A governance mechanism and an implementation arrangement utilizing existing internal structures had been proposed. The functions of the structures have been detailed out. A monitoring and evaluation plan, a tool for monitoring progress of implementation of program activities had also been included in the strategy.

> The project aims at strengthening the country's social statistics system, through the development of a social sector statistical strategy and bridging the socio-economic data of the Federal Republic of Somalia (FRS).

CHAPTER ❶
INTRODUCTION

1.Introduction

1.1 Background

The Federal Government of Somalia, through the SNBS, received funds from United Nations Children's Fund (UNICEF) to implement the Social Statistics Capacity Building (SSCB) Project. The proposed project aims at strengthening the country's social statistics system, through: (1) the development of a social sector statistical strategy; and (2) bridging existing data gaps in the socio-economic data of the country.

A key requirement for data production is the existence of a legal mandate of the institution producing and managing the data. This mandate has been clearly established in the SNBS via the enactment of the Somali Statistics Law, No 24 (2020). The enactment of the National Statistics Law No. 24 harmonised existing laws on statistical production in the Somali Federal System with the aim of promoting the overall efficiency of the various sectors of statistics in Somalia.

The National Statistics Law, No. 24 effectively established the SNBS as the officially mandated government agency responsible for the collection, compilation, storage, coordination, analysis, publication, validation, evaluation and dissemination of official national statistical information. The establishment of the SNBS emanated from the need for an efficient institution that meets the ever-increasing demand for statistics on social, economic and political developments in the country. Among others, the SNBS is responsible for planning, developing, prescribing, validating, disseminating and enforcing policies, rules and regulations and coordinating government-wide programmes governing the production and management of official statistics, general-purpose statistics, vital statistics as well as censuses, surveys and administrative data collection.

The SNBS faces enormous tasks in meeting the increasing demand for social statistics but could build on the expertise and experiences of the defunct Department for National Statistics (DNS). The SNBS had prior experience in implementing household surveys dating back to 2013/2014 when it collaborated with UNFPA to conduct the Population Estimation Survey (PESS). It also collaborated with other partners to conduct the Labour Force Survey (LFS). These experiences present opportunities for the SNBS to leverage on on-going and pipeline projects supported by the Federal Government and Development Partners, especially, UNICEF Somalia.

However, irrespective of its capabilities, the SNBS alone cannot meet the data requirements of stakeholders of the Federal Republic of Somalia. Other data producers in the Somali National Statistical System (SNSS) are required to complement the effort of the SNBS to be able to bridge the data gap. The strategic and institutional capacity of the NSS of Somalia, the statistical skills of staff and the institutional mechanisms for data production need to be strengthened. This will enable Somalia to adopt international standards and best practices in the collection, compilation, and timely dissemination of comparable official statistics. It is against this background that the Social Sector Statistical Strategic Plan (SSSSP) is being developed to guide the production of social sector statistics and establish a baseline as part of the National Development Plan (NDP).

1.2 Need for Social Sector Statistics Strategy

The development of the social sector statistical strategy is to strengthen social statistics to meet emerging demands and increase the availability of quality social statistics. The strategy will harmonize the different sources of statistics, examine the data ecosystem, capacity for data production and management, and devise strategies for the collection of administrative, census and survey data. Ultimately, the availability of quality social statistics

> The strategic and institutional capacity of the NSS of Somalia, the statistical skills of staff and the institutional mechanisms for data production need to be strengthened

would provide a quantitative basis for informed decision-making, planning for socio-economic development and respond adequately to the data requirements for monitoring and evaluation of Somalia's NDP, the African Union's Agenda 2063 and the 2030 Sustainable Development Goals (SDGs).

1.3 Focus of the strategy and participating institutions

The Somali NSS has in place the National Strategy for the Development of Statistics (NSDS) and other sector strategies related to development of statistics including Gender and Governance. However, there is no such strategy for social sector statistics. Therefore, the strategy is being developed to guide the production of quality social statistics.

The strategy incorporates priority statistical activities of the SNBS and 10 other Federal level Ministries, Departments and Agencies (MDAs)[1] whose production of social sector statistics are considered vital to meet the needs of users. Other Federal level sectors and Federal Member States (FMS) would be rolled on in subsequent rounds of the strategy.

1.4 Process of developing the strategy

The process of developing the Social Sector Statistical Strategic Plan involved a number of steps:

1.4.1 Preparation of an Inception Report

An Inception Report was prepared. It detailed out the steps and methodology used in developing the Social Sector Statistics Strategic Plan. It incorporated a work plan with clear timelines and a proposed outline.

1.4.2 Development and administration of questionnaire

A short questionnaire was developed and administered to key stakeholders of the National Statistical System of Somalia. The purposes of the survey were to:

- Solicit first-hand information on the operations of the SNSS;

- Engage with stakeholders involved in the production and use of data; and

- Give stakeholders the opportunity to provide input into the content and strategic direction of the 5-year Social Sector Statistical Strategic Plan (SSSSP).

1.4.3 Review of relevant resources

Throughout the development of the strategic plan, a review of relevant resources (statistical reports, documents, Statistics Law, strategic plans, Development plans, etc.) was carried out. This afforded the Consultant the opportunity to know the type of data collected by SNBS and other data producers, identify and assess the main technical characteristics of the data particularly the sources, collection methodology, coverage, availability and frequency of production. The review also enabled the Consultant to identify the data gaps.

1.4.4 Preparation of documents/templates for developing social sector statistics strategic plan

Guidelines/documents/templates relevant to preparing social sector statistics plans were developed to guide the preparation of the plan. Among others, the templates included activity plan and costing template; monitoring and evaluation framework and annual training plan.

1.4.5 Stakeholder engagements

Working visits were made to Mogadishu, Somalia during the period of the preparation of the strategic plan to engage with relevant stakeholders. The aim was to give opportunity to a greater number of key stakeholders to make inputs into the plan and also get their buy-in for the implementation of the plan. The working visits were used to facilitate stakeholder/one-on-one meetings on situation analysis of social statistics, identify focus areas and assign responsibilities to participating departments/institutions/sectors in terms of identifying and costing their social sector statistical activities. They were also used to facilitate stakeholder review meetings on the draft strategic plan and validation prior to finalization.

---

1   Somali National Bureau of Statistics, Federal Ministries of the Interior, Federal Affairs and Reconciliation, Education, Health and Social Services, Transportation and Civil Aviation, Women and Human Rights; Labor and Social Affairs, Energy and Water Resources, National Commission for Humanitarian and Disaster Management Authority, Civil Aviation Authority, Immigration and Naturalization Directorate

1.4.6 Preparation of draft Social Sector Statistical Strategic Plan

Upon review and analysis of the relevant literature including information gathered from the questionnaire administered, situation analysis, views, issues and all other inputs from stakeholders, the draft strategic plan was developed. The draft was updated subsequently with participating institutions social sector statistics activities.

1.4.7 Development of individual institutions social sector statistics activities

In the course of the preparation of the draft social sector statistical strategic plan, relevant institutions were tasked to identify and cost their own individual social sector statistics activities for consolidation and inclusion in the strategic plan.

1.4.8 Finalization and submission of the final Social Sector Statistical Strategic Plan

A final review of the draft report was undertaken after the stakeholder validation workshop. The record of proceedings from the validation meeting detailing the comments, observations, suggestions and contributions from stakeholders formed the basis for the review. The final Social Sector Statistical Strategic Plan incorporating the views of stakeholders was submitted to UNICEF in soft copy.

1.5 Organization of the strategy

This document consists of six chapters. The first chapter is the introductory chapter which highlights the background, need and focus of the strategy, participating institutions and the process of developing the strategy. Chapter two provides an overview of the current governance structure of the Somali National Statistical System (NSS), while chapter three aligns the strategy to sectoral, national and international development agenda. Chapter four is devoted to situation analysis of the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) factors as well as the Strengths, Weaknesses, Opportunities and Threats (SWOT). In chapter five, the vision, mission and goals of the strategy have been highlighted while Chapter six presents the multi-year action plan and budget as well as the monitoring and evaluation framework for the strategy.

The SNBS is responsible for planning, developing, prescribing, validating, disseminating and enforcing policies, rules and regulations and coordinating government-wide programmes governing the production and management of official statistics, general-purpose statistics, vital statistics as well as censuses, surveys and administrative data collection

CHAPTER 2

GOVERNANCE OF THE SOMALI NATIONAL STATISTICAL SYSTEM
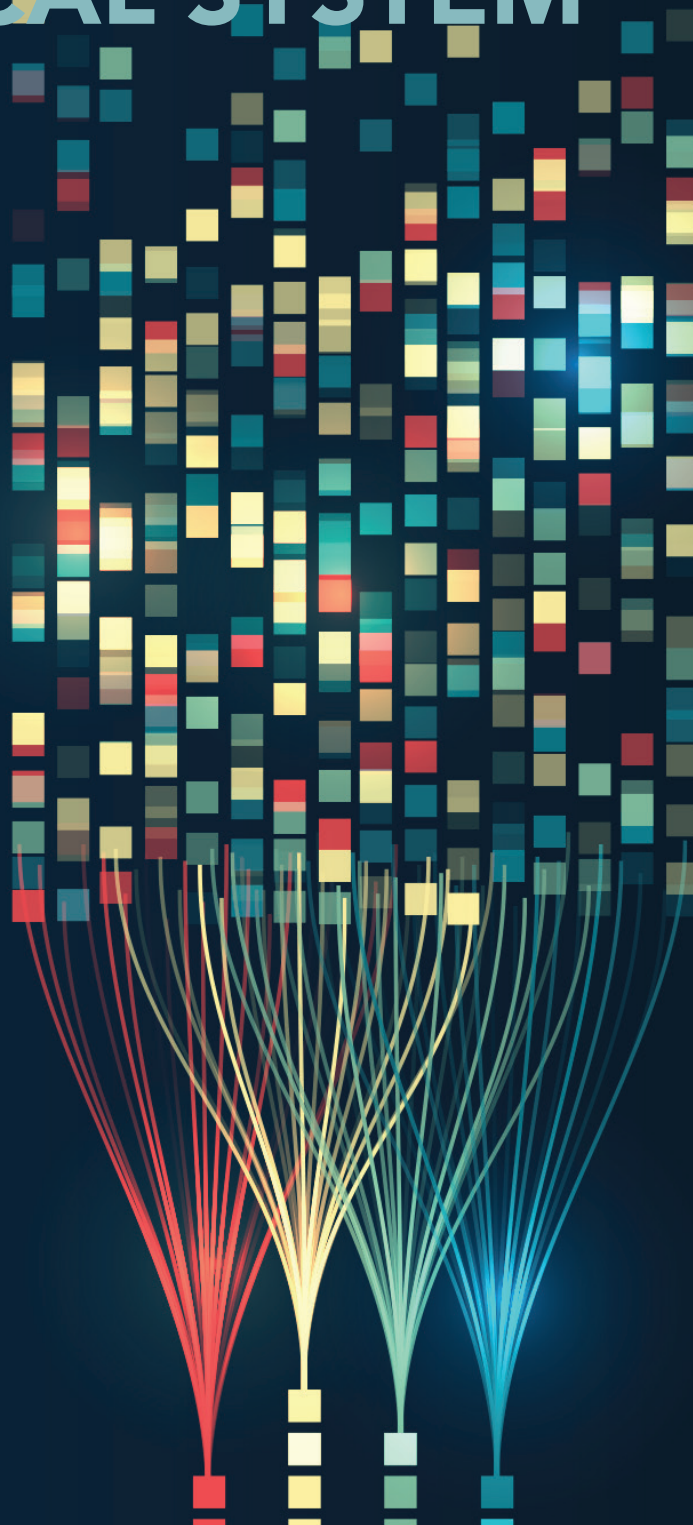
2. Governance of the Somali National Statistical System

2.1 The National Statistical System of Somalia

The Somali National Statistics Law No. 24[2] gives a vivid description of the Somali National Statistical System (SNSS). The whole of Chapter 2 of the Law is devoted to the establishment of the SNSS, its components, objectives and administration. The Law lists the constituents as:

a. Statistics producers, including government institutions and other stakeholders that produce statistics for their own use. These producers include institutions that generate data through their routine daily working activities (administrative data);

b. Respondents who provide statistical information. These are the suppliers who may be institutions, groups or individuals who provide producers with the statistical information either on routine basis or upon request; of data produced and made available by producers. Without them there would be no data; and

c. Users including media and academia. By extension, users, may include the general public and Development Partners (DPs). Some play key roles in the data production process. For instance, all users at one point in time may be suppliers of statistical information, the academia and their training institutions provide training and the requisite skills required for the production and use of statistical information. The media play essential roles by helping to disseminate statistical information while DPs provide both technical and financial support for statistical capacity building and production of data.

The Law also lists the objectives and administration of the SNSS to include:

• Collection, compilation, production, dissemination, storage and archiving of official and other statistics;

• Coordination and establishment of sustainable capacity for collection, production, analysis and dissemination of statistics in accordance with the United Nation's 10 Fundamental Principles of Official Statistics (FPOS) and the African Charter of Statistics (ACS);

• Safeguarding of confidentiality of information provided by respondents; and

• Promoting the use of statistics for evidence-based planning and decision-making and monitoring and evaluation.

It stresses the need for interaction, cooperation and exchange of information among the different actors in the SNSS in relation to collection, compilation, production, dissemination, storage and archiving of official statistics.

2.2 Challenges within the National Statistical System

2.2.1 Coordination

The Somali National Statistics Law No. 24 of February 2020 established the Somali National Bureau of Statistics (SNBS) as an autonomous institution to serve as the central repository for all statistics generated in Somalia (Article 6). It is responsible for producing data on every facet of the Somali economy to meet the requirements of users. However, the SNBS has not been able to meet the increased demand for social statistics through increase in supply of quality social statistics. This, in a way, has contributed to the proliferation of data producers, most of which are non-government agencies. While this is a potential source of inconsistencies in data produced by different actors, it presents challenges for coordination of statistical production activities. It is worthy of note that prior to the enactment of the Somali National Statistics Law No. 24, there was no institutionalized coordination mechanism for the NSS. There was weak coordination facilitated by the use of emails and other telecommunication mechanisms. The institution of two key effective coordination structures namely, Steering Committee for data producers and the National Advisory Committee of Producers and Users of Statistics (NACPUS) are either non-existent or at their planning stages.[3] In terms of vertical coordination between the federal and state levels, coordination was only effective between the Federal Ministries of Education and Health, on one side and the FMS

2   Law No. 24 – Somali National Statistics Law, February 2020

3   Strategic objective 2.1 of the SNBS Strategic Plan, 2021-2025

> The SNBS has not been able to meet the increased demand for social statistics through increase in supply of quality social statistics. This, in a way, has contributed to the proliferation of data producers, most of which are non-government agencies

Statistical Units, on the other. There was no financial support from the Federal Government to the States for statistical activities. Coordination among state statistical units was also limited to those programs on education and health.

2.2.2 Statistical legislation

The SNBS has evolved from the Department of Statistics in the Ministry of Planning, Investment and Economic Development (MoPIED) through the Directorate of National Statistics (DNS) with the enactment of the National Statistics Law No. 35 of 1970. The Directorate still functioned under the MoPIED. Statistics is dynamic and has been evolving over the years. The 1970 Statistics Law was, therefore, outdated. It lacked key provisions such as statistical coordination in an era of proliferation of data producers and other contemporary or emerging statistical related issues and new forms of information such as big data, satellite imagery and other new sources of information for the production of data. The existence of the DNS under the MoPIED also meant that the Directorate was not free from governmental influence and therefore, may not have functioned effectively and efficiently in the production of official statistics.

2.2.3 Institutional capacity for statistical production

Apart from the SNBS, Federal Government Ministries, Departments and Agencies (MDAs), Federal Member States and institutions, other non-government agencies such as Civil Society Organizations (CSOs) and Non-Governmental Organizations (NGOs) also produce data. While capacity for data production is relatively high in the SNBS, the staffing is inadequate to effectively and efficiently perform the functions of the Bureau. Capacity of other agencies and non-state actors for data production is relatively low especially where survey data collection is

concerned. With the exception of the SNBS, most of the other producers lack capacity to apply the right standards, methodologies, principles, processes and procedures. Notwithstanding these challenges, a good amount of social statistics is produced in the NSS.

2.2.4 Current state of social statistics production in the NSS

To better appreciate the changes that this strategic plan seeks to introduce, a matrix of the social statistics currently produced and disseminated by public institutions has been developed to serve as a baseline (Annex 2). The matrix specifies the ministry/agency producing the data, the level of government of the ministry/agency, the type of data produced and disseminated, the source of data and the periodicity of production. Most of the data are produced at the federal level and the SNBS is the major producer. In general, the Federal Member States (FMS) Statistical Units are constrained in their effort to produce statistics due to lack of support from the federal government for infrastructure and statistical activities. However, the Federal Ministries of Education and Health have devolved data production responsibilities, their financing and administration to the FMS. For the Ministry of Health, for instance, the district officers collect facility level data using standard registers and forms. The routine Health Management Information System (HMIS) data collected through regional officers are entered into computers and aggregated through the District Health Management Information System Version 2 (DHMIS2). The national level officers – program managers - then use the data for planning and decision-making. In the final analysis, it is expected that in future the primary administrative agencies will collect the data and feed them to the SNBS.

2.2.5 Data gaps

The identification of data gaps has been based on an objective review of relevant resources including the SNBS Strategic Plan, sector plans of Statistics Directorates of Federal Ministries including Education and Health and those of Statistics Units of Federal Member States (FMS). These resources, undoubtedly, affirm the ever increasing need for social statistics to measure and report on the National Development Plan-9 (NDP-9) and international development initiatives such as the Agenda 2063 and SDGs.

The review revealed common themes running through all the sector statistics plans. These are the need to: (1) improve data production, management, dissemination and use; (2) establish a functional coordination mechanism; (3) improve both statistical and physical infrastructure; and (4) embark on capacity building programs for staff. A key constraint underlying the implementation of all the plans is inadequate financing.

Since the SNBS is the main producer of statistics for the Federation, the review of the strategic plans had been concentrated on the SNBS strategic plan. As far as social sector statistics are concerned, the Population and Social Statistics Directorate of the SNBS have significant roles to play as social statistics were identified as primary to measuring progress in the Social Development Pillar of the Somali NDP-9. The data requirements under this Pillar include: Socio-demographic statistics; vital statistics; migration statistics, governance, peace and security statistics; education; health and gender statistics among others. Within these broad areas, the plan identified data gaps in fields like births and deaths registration, diseases and causes of death, disability, child abuse and violence against children including child Labour and child trafficking. It gave

an indication of long time lag between end of data collection and release of results as exemplified by the Demographic and Health Survey of 2017 with the results released two years later in 2019.

As per the provisions of the National Statistics Law No. 24 (2020), the plan also identified a gap in enforcement of the law. Even though, the Law mandates the SNBS to produce, validate, coordinate, manage and disseminate statistics in Somalia, there is a proliferation of other data producers and dealing with the situation poses a challenge. A genuine recognition of the plan was not strict enforcement but partnership building, advocacy and sensitization on the importance of adoption of standard applications of data collection, management and dissemination.

Related to this is gap in coordination mechanism of statistical activities both within government MDAs and external actors. Internally, there is no harmonized way of collecting administrative data and coordination within the Federal Government and Federal Member States is limited.

A summary of the key data gaps identified is presented below:

- Lack of data on some vital sectors – Civil Registration and Vital Statistics (CRVS - births and deaths, etc.) child trafficking and abuse, violence against children, disability;

- Data inconsistencies/data quality issues; majority of the test-takers have inadequate statistics knowledge; 23 have poor written communication; inadequate research & analytical skills.

- Inadequate disaggregation of data to meet user needs – district level;

> With the exception of the SNBS, most of the other producers lack capacity to apply the right standards, methodologies, principles, processes and procedures. Notwithstanding these challenges, a good amount of social statistics is produced in the NSS

- No systematic and comprehensive national household surveys;

- Incomplete reporting at all levels;

- Outdated questionnaires – Annual School Census (since 2011);

- No harmonization in administrative data collection – absence of harmonized administrative data collection template;

- Long time lag between end of data collection and release of results (DHS 2017, released in 2019);

- The new development strategies both national (NDP-9) and international (SDGs and Agenda 2063) have created additional gaps in the statistical data produced because of new data requirements;

- Law enforcement challenges – proliferation of data producers aside SNBS;

- Ineffective coordination mechanism of statistical activities within government MDAs and external actors and within Federal Government Ministries and Federal Member States.

2.2.6 Operating environment

There is a constitutionally established government in place following the recent conduct of peaceful presidential elections. However, there has been isolated incidents of attacks in some parts of the country. These pose some challenges to field data collection of social statistics in Somalia. There are also, in general, lack of office space and office facilities including infrastructural facilities such as computers and software especially for the MDAs statistical units for social statistics production, management and dissemination. There are also inadequate staff throughout public sector institutions in the NSS and the existence of capacity gaps. The NSS also grapples with inadequate funding for statistical activities as the Federal Government annual budgetary allocation for statistical programs is inadequate. The NSS has, therefore, become donor dependent which does not augur well for long-term sustainability of social sector data production.

2.2.7 Use of statistics

The demand for social sector statistics has been increasing and it signifies users' appreciation of social sector data. High appreciation of social sector statistics by high level political leadership will be catalytic to increased use by the public. However, more evidence is required to firmly establish the use of social sector statistics for planning, decision-making and monitoring and evaluation.

2.3 Measures to strengthen the Somali National Statistical System

2.3.1 The Somali National Statistics Law

A new comprehensive Law has been passed to govern data production in Somalia. The Statistics Law No. 24 (2020) replaces the repealed Law No. 35. The new Law gives SNBS the legal mandate to produce and manage official statistics with authority to protect and be the custodian of official statistics and information. Among other things, the Law makes the SNBS the coordinator of the SNSS, responsible for collection, validation and dissemination of statistical information. This is done by SNBS itself or

> As far as social sector statistics are concerned, the Population and Social Statistics Directorate of the SNBS have significant roles to play as social statistics were identified as primary to measuring progress in the Social Development Pillar of the Somali NDP-9

in collaboration with other government institutions or federal member states or other stakeholders. It has the mandate to develop and maintain a comprehensive data bank while promoting the establishment of statistical units within ministries producing the data so local governments can store and send data to the bureau. The Law also gives the SNBS the final responsibility to determine the manner in which statistical information should be processed, documented, stored and archived. It also has the responsibility to determine the extent and timing of dissemination of statistical information, harmonization and consolidation of sub-national statistics, irrespective of whether they are compiled by local governments, other government bodies or private entities. Article 6, clause 2e of the Law permits the SNBS to borrow up to a fixed amount approved by the government in accordance with the Public Financial Management Act.

The power of the Bureau for data collection is set out in Chapter 6 of the Law. The Bureau has the power to collect data on any matter set out in Schedule One of the Law. This includes, censuses, surveys and administrative data collection. The Director of the Bureau has power under the Law to ask anyone for statistical information or cause to enter any premises, at reasonable times, on production of his/her certificate of appointment for purposes of collecting data and based on the Board's decision, may impose fines on anyone who refuses to provide statistical information.

The Somali National Statistics Law No. 24 (2020) makes specific provision for coordination of the many actors in data production in Somalia. This provision empowers the SNBS to coordinate the NSS (Article 7, clause 1a) to ensure harmonization of statistical processes and procedures as well as resources and the application of international best practices in the production of social statistics.

2.3.2 Advocacy strategy to raise profile of statistics

A communications strategy should be developed and implemented by the SNBS. The strategy should be a conscious effort to project the role of statistics in national development. It should, therefore, program and implement a number of inter-connected activities including quality improvements, advocacy for use of data in decision-making, organization of public awareness and sensitization, media sensitization on key statistical products and advocacy for adequate funding for statistical activities. These and other activities need to be implemented in a coherent and systematic manner. Moreover, the use of respected personalities as champions to advocacy for the use

of statistics and the projection of the importance of statistics at functions by political leaders would contribute to raising the profile of statistics in the country.

2.3.3 Human Resource Requirement, Development and Management

In the short to medium term, the SNBS and related institutions should recruit to fill existing vacancies based on their organizational structure and financial capabilities. Concerted effort should be made to upgrade newly recruited staff as well as existing ones through sponsorships. For instance, for those with First Degree qualification, sponsorship could be sought to upgrade them to the Masters Level in SNBS priority subject areas especially statistics and statistics-related subject areas. For those already with Master's Degree qualifications, short courses could be organized for them to sharpen their skills in their respective specialties and areas of responsibility. Skills training through collaboration, partnerships, workshops and conferences should be made integral part of staff capacity development and training.

CHAPTER ③

THE SOCIAL SECTOR STATISTICAL STRATEGY AND THE DEVELOPMENT AGENDA

3. The Social Sector Statistical Strategy and the Development Agenda

3.1 Introduction

This chapter highlights the international, national and sectoral development agendas to which the SSSSP align. The most significant agendas which will impact on statistical activities at the SNBS and the wider SNSS are listed. These agendas raise four key issues for the SNSS:

1. That, the SNBS and the entire SNSS have an unprecedented responsibility to provide data for monitoring global, regional and national development frameworks;

2. That, the production of good quality data is key to achieving progress at global, regional, national and sub-national levels and requires a distinct approach guided by principles and international standards;

3. That, there must be renewed interest to leverage data from all sources – both traditional and non-traditional data; and

4. That, this responsibility requires effective coordination backed by a legal framework that is fit for purpose. The National Statistics Law No. 24 provides such backing.

Among other things, the international and sectoral development agendas give insight into the minimum set of social sector statistical indicators necessary for measuring progress. The agendas, therefore, serve as reference materials or guide for production of varied range of social statistics.

3.2 The SSSSP and the International Development Agenda

The key international development agendas that the SSSSP should relate to include:

- The UN 10 Fundamental Principles of Official Statistics (1994)

- The Reference Regional Strategic Framework for Statistical Capacity Building (2006)

- The African Charter on Official Statistics (2009)

- The Strategy for the Harmonization of Statistics in Africa (SHaSA) (2009)

- The African Union's Agenda 2063 (2013)

- The Paris Agreement on Climate Change (COP21) (2015)

- The Sustainable Development Goals (2015)

3.3 The SSSSP and the National Development Agenda

The Somali National Development Plan, 2020-2024: The Path to a Just, Stable and Prosperous Somalia[4] is the ninth medium term national development policy framework currently being implemented. The NDP-9 has four key pillars as depicted in Figure 1. Pillars 1, 2 and 3, Inclusive and Accountable Politics; Improved Security and the Rule of Law; and Improved Economic Development respectively, are prerequisite for attaining Pillar 4, Social Development. The building blocks of all the four pillars are statistics related. Pillars 1, 2 and 4 specifically are social statistics related even though some of the indicators of Pillar 4 – Economic Development, could also be measured using social statistics. The assessment of achievements from the implementation of the strategies and activities in the NDP-9 would require quality social statistics to measure the indicators of progress to be able to determine whether or not the transformation desired has been achieved. The SSSSP-NDP-9 linkage would, therefore, make data available to monitor and evaluate the plan's development initiatives and also serve as baseline data for monitoring and evaluating subsequent national development plans. Evidence-based monitoring and evaluation of the NDP-9 (and subsequent ones) would engender interest in social sector statistics and create a conducive environment for the Government and DPs to mobilize both technical and financial resources to support social sector statistical development.

---

4   Somalia National Development Plan, 2020-2024. 2019. Ministry of Planning, Investment and Economic Development. Mogadishu

Figure 1: Pillars of NDP-9

PILLAR 1

Inclusive politics

- Deepen federalism
- Extend local level stabilization and governance
- Complete constitutional reform
- Conduct free & fair national electoral processes
- Build national reconciliation; Strengthen institutions

PILLAR 2

Security and Rule of Law

- Reform of Security Forces, including police
- Reform Judiciary, including police
- Embedding of Human Rights and provision of equitable access to justice to the most vulnerable.

NDP-9: Pillars
Ultimate Goal:
Poverty Reduction

PILLAR 3

Economic Development

- Rehabilitate and expand infrastructure
- Improve resilience of food production systems
- Diversify the economy
- Strengthen natural resource management
- Create an enabling environment for economic growth and promote international trade.

PILLAR 4

Social Development

- Improve access to health, education, clean water & sanitation
- Strengthen social protection & food security safety nets
- Strengthen institutional capacities for DRM and public service delivery

Pillars 1, 2 and 3, Inclusive and Accountable Politics; Improved Security and the Rule of Law; and Improved Economic Development respectively, are prerequisite for attaining Pillar 4, Social Development. The building blocks of all the four pillars are statistics related

3.4 The SSSSP and Sectoral Development Agenda

At the sectoral level, the SSSSP acknowledges the importance of the under-listed conventions, strategies and policies but the list is not limited to these only:

- Somali National Strategy for the Development of Statistics (SNSDS);

- Somali National Bureau of Statistics: Strategic Plan, 2021-2025

- Somali Social Protection Policy [Ministry of Labour and Social Affairs (MoLSA)]

- Somali National Gender Policy (Ministry of Women and Human Rights Development)

- National Employment Policy for Somalia, 2019 (MoLSA)

- UN Somalia Gender Equality Strategy, 2018-2020

- Somali National Infrastructure Strategy (SNIS), 2019-2063

- Convention on the Elimination of Discrimination against Women

- UN Convention on Civil Registration and Vital Statistics

- Africa program on Civil Registration and Vital Statistics

- Worst Forms of Child Labour Convention, 1999 (No.182)

- UN Convention on desertification and drought

- Somali Health Policy

- Second Phase Health Sector Strategic Plan, 2017-2021

CHAPTER 4

PESTEL AND SWOT ANALYSIS OF SNSS

4.PESTEL and SWOT analysis of SNSS

4.1   Introduction

This chapter presents an analysis of the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) factors as well as the Strengths, Weaknesses, Opportunities and Threats (SWOT) to social sector statistics production. The PESTEL and SWOT analysis highlight both external and internal factors which affect statistical development in Somalia. Where any of these factors are shown to be bottlenecks, suggestions have been made to overcome them.

4.2   PESTEL Analysis (External factors affecting statistical development)

4.2.1 Political

Somalia operates a federal system of governance in a democratic political dispensation. The political leadership has shown interest in data production by providing an office edifice for the SNBS with moderate furnishing and conducive working environment for statistical activities. Statistical offices have also been set up in the Federal Ministries and in the FMS. All the Statistics units have had a stint of direct working relationship with the SNBS through the development of the SNSDS. It afforded them the opportunity to develop their own sector statistics development plans to provide a framework for data production at the federal as well as the local level. With renewed effort at developing social statistics, the FMS Statistics should have a direct working relationship with the SNBS. The FMS statistics units will collect sector-level data from MDAs at the local level for aggregation and validation by the SNBS into national level data which could then be stored in a national data repository. The decentralized system of education and health data collection where the FMS take responsibility for production, financing and administration presents a good example for the other social statistics sectors to replicate. The SNBS, as a coordinator of the NSS, will also support the Statistics Units of the Federal Ministries and FMS and provide them with backstop services. The government also makes annual budgetary allocation to the SNBS for statistical activities. In addition, the importance the government has attached to statistics is a welcome development as it may encourage Development Partners with interest in data to fill the financial gap in resources for statistical activities. In essence, political stability is good for increased data

production, management and dissemination.

However, in spite of all these positive developments, isolated incidents of armed attacks have been reported in the country and these may hamper effective data collection activities. Intensive advocacy and continuous dialogue are necessary to stem these incidents.

4.2.2 Economic

The economy is import dependent and over the years imports have outstripped exports. For instance, in 2018 imports amounted to 4,909 million US Dollars while exports amounted to 1,067 million US Dollars. From the period 2012 to 2018, imports increased by 43 percent while exports increased by only 20 percent. Between the period 2013 and 2018, the Gross Domestic Product (GDP) at purchasers' prices at 2017 constant prices averaged 4.3 percent. Even though important strides are being made, the economy is unable to provide all the resources required for implementing statistical activities of the NSS since there are equally important competing interests. For instance, increasing government spending on a growing public workforce and the rebuilding of government institutions, against limited revenue streams due to the slow natural process of economic and institutional development, have left limited fiscal space for government allocations for statistical activities. The result has been inadequate annual budgetary allocation for statistical programs which is a threat to the entire NSS. Management of statistical agencies should prioritize their data production activities, use available resources judiciously and demonstrate accountability.

In spite of these challenges, there has been an increased demand for statistics for economic planning and evidence-based decision-making. This presents an opportunity for the NSS to improve its visibility by providing quality and timely data.

4.2.3 Social

The public demands evidence that points to progress or otherwise of social interventions that government agencies and Non-Governmental Organizations (NGOs) are implementing in the country. This creates an opportunity for the NSS to provide quality and timely data to measure the impact of the interventions. The revamping and operationalization of the Institute of Statistics and Applied Economics to offer courses in statistics would increase the pool

> There has been an increased demand for statistics for economic planning and evidence-based decision-making. This presents an opportunity for the NSS to improve its visibility by providing quality and timely data

of graduates to fill vacancies in the NSS. This is an opportunity for the NSS over the next 3-5 years.

There is inadequate address system for buildings in most communities in Somalia thus creating challenges for field data collection. Misconceptions about the use of data for taxation makes it difficult to access statistical information from individual respondents, businesses and communities. Moreover, cultural or religious beliefs and practices could make respondents unwilling to provide statistical information to data producers. Continuous education and statistical literacy are recommended to minimize these adverse effects.

4.2.4 Technological

Technological advancement has become a key component of every facet of the world's economy. In the area of statistics production, the introduction of advanced technology and innovation have reinforced the speedy collection, processing, management and dissemination of volumes of data. Technology and innovation have also made it possible to integrate data from different sources, traditional and non-traditional for processing, dissemination and use for planning, effective decision making, monitoring and evaluation.

In addition, technology has made it possible to switch from the administration of paper questionnaire to Computer Assisted Personal Interviewing (CAPI). There have also been improvements in the technology available to support Management Information Systems (MIS) such as the evolution of cloud and web-based solutions which no longer require physical infrastructure of Local Area Network (LAN) or Wide Area Network (WAN). Even though, some technological facilities such as computers, printers and photocopiers exist, the adoption of CAPI in data collection is virtually non-existent. There is also lack of appropriate licensed software for data analysis. Statistical units in Federal Ministries also lack modern technological facilities

to support statistical production. The provision of modern advanced technological infrastructure and capacity building in the use and application of these infrastructure would go a long way to improve social statistics production and dissemination.

4.2.5 Environmental

In general, the world has, in recent years, experienced harsh environmental conditions resulting from climate change. Some of the climate change conditions include erratic rainfall resulting in severe drought, heavy rainfall leading to intense floods, strong winds and extreme heat. The FRS has faced similar challenges from climate change particularly lack of rain in some years and severe floods in others. Hazards such as floods, to a large extent, disrupt data collection activities and distort the planned cycle of data production, management and dissemination. Since data collection activities may span the whole year and therefore, raining seasons cannot be avoided completely, it is advisable to plan data collection activities to coincide with relatively favourable weather conditions.

4.2.6 Legal

A legal mandate for social statistics production exists for SNBS, the Federal MDAs as well as the FMS as per the New Statistics Law No 24 (2020). This new Statistics Law has given recognition to the SNSS and is expected to strengthen it to uphold the basic principles of professional independence, confidentiality, impartiality, relevance and reliability of statistics.

Somalia does not have data protection regulation in place but there are provisions for sectoral data protection. For instance, the Federal Republic of Somalia National Communications Law of 2 October, 2017 and related regulations set out extensive provisions for customer due diligence, record keeping and identity verification processes. These provisions could be the stepping stone for

developing a data protection law to protect the identity and statistical information of data providers.

4.3   PESTEL Analysis (Internal factors affecting statistical development)

4.3.1 Visibility of the SNSS

As the coordinator of the SNSS, the SNBS takes center stage in creating visibility for the SNSS. The SNBS 5-Year Strategic Plan, therefore, programmed a number of activities around statistical advocacy, which when well implemented, will create the needed visibility for the NSS. These include development of advocacy strategy and tools, engaging media to promote the importance and use of statistics, celebration of African Statistics Day and vibrant use of social media handles (Facebook, Twitter, WhatsApp, SMS, etc.) to promote statistical issues and activities. Other modes available for creating visibility are up-to-date user-friendly website and timely and frequent dissemination of statistical products. All these activities have helped to sensitize the Somali public on the existence and roles of the NSS and the importance of statistics. Improved communication and dissemination would help raise the visibility of the NSS on a progressive basis.

4.3.2 Statistical and physical Infrastructure

Statistical and physical infrastructure are key elements to effective data production. Even though there are challenges with data collection instruments (questionnaires and manuals), long term census and survey program and national sampling frame, appropriate actions have been initiated per the SNBS 5-year plan to develop and update them. Bold action had been taken to develop, adapt or adopt international statistical standards, classification processes and procedures for production of data. SNBS will provide the required training and other backstop services to the Federal MDAs and FMS to be able to apply these best practices in their data production processes. These will help the NSS to produce quality social statistics. However, in terms of physical infrastructure, it is only the SNBS that could boast of decent office accommodation and conducive working environment, data processing equipment and internet facilities. The MDAs are disadvantaged as far as these are concerned and therefore, would adversely affect the production of varied range of social statistics. Adequate provision of office space, data collection and processing equipment for MDAs and FMS statistics units is recommended.

4.3.3 Collaboration in the SNSS

There is proliferation of data producers in the NSS but there is ineffective collaboration. Stakeholders in the NSS, to a large extent, do not share their programs, activities and research outputs with one another. As a result, there is the likelihood of duplication of efforts and lack of harmonization of resources in the production of social statistics. Closely related to this is the absence of effective coordination mechanism in the NSS. The NSDS presented the opportunity for participating sectors[5] to collaborate through the establishment of an effective coordination structures such as steering and technical committees. However, these committees set up only functioned during the NSDS design stage and the collaboration that these structures could have brought during program implementation did not materialize. The steering and technical committees should be reconstituted and made functional while systems are put in place to facilitate information sharing among stakeholders in the NSS.

4.3.4 Funding the SNSS

Since statistics and for that matter, social statistics, is a public good, its production, dissemination and use are not commercialized. Where statistical publications are sold, the prices put on them cannot even cover the cost of production. For this reason, it is the responsibility of the Federal Government to fund statistical activities of public sector institutions in the NSS. This comes mostly in the form of annual budgetary allocations. However, the government is resource constrained due to competing interests and is unable to provide the full complement of resources for undertaking statistical programs. Development Partners have had to supplement government's efforts by providing resources to bridge the resource gap for production of social statistics. All non-state actors in data production within the NSS are also encouraged to budget for their statistical activities and include them in their annual budget submissions.

4.3.5 Capacity building, Data production and Dissemination

A training needs assessment was conducted in 2021 for the SNBS and key sectors in Statistics6 in four key areas including knowledge of statistics, data analysis skills, research, and reporting skills. The results

---

5   Federal Government Ministries of Agriculture, Health and Education and Federal Member States of Jubaland, South West, Hirshabele and Galmudug, and the DNS as a special sector
6   Training Needs Assessment for the Somali National Bureau of Statistics and Key Sectors in Statistics. Final Report. August 2021

showed that majority of the staff who took part in the competency test administered had inadequate statistics knowledge; poor written communication; inadequate research & analytical skills. Even though the staff of SNBS have the relevant statistics-related qualifications, the same cannot be said of those in the Statistics Units of the Federal MDAs and the FMS. Even at the SNBS, some skills set such as statistical analysis using, such standard software applications as CsPro, SPSS, and STATA, are lacking. To improve performance, statistical capacity building is recommended for all stakeholders in the SNSS but it should be targeted to help bridge the skills gap.

Notwithstanding the skills gaps, the SNSS continues to make important strides in social statistics data production and dissemination. Key among them are Censuses and Surveys including the Post Estimation Survey (PESS), Multiple Indicator Cluster Survey, and the Somali Health and Demographic Survey.

4.4 SWOT analysis

Table 1 presents the analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT) of the SNSS. The strengths and weaknesses are internal to the SNSS while the opportunities and threats are external to it.

Table 1: SWOT analysis

Strengths (strong points/foundation blocks for further work)	Weaknesses
• Statistics Law No.24 in place to give legal mandate for data production in the Federal Republic of Somalia • Existence of institutional frameworks, conventions, policies, precedence or by nature of work allow the institution to produce statistics • Strong political support for statistics • Supportive and knowledgeable leadership • Appropriate office space with basic infrastructure • Highly skilled and committed human resource to give technical backstopping to MDAs • Existence of skills for managing large scale surveys and censuses • More than 4,500 trained enumerators on stand-by country-wide • 40 trained data entry operators on stand-by • Institute of Statistics and Applied Economics in place for capacity building • Good collaboration between SNBS/MDAs and Development Partners • Existence of statistical Departments/Units/Sections throughout NBS • Improved staff moral through government's initiatives for staff salaries and incentives.	• No regulation to operationalize the Statistics Law • Weak collaboration and coordination in the wider NSS • Existing data gaps • Ineffective Statistical Units in MDAs (lack of office space, inadequate staffing and capacity deficiencies) • Skills gaps including soft skills (report writing, presentation, communication, etc.) • Inadequate Management Information Systems • Inadequate statistical advocacy • Low statistical literacy among users • Inadequate Federal Government budgetary allocation and limited funding sources • Donor dependency • Over-reliance on surveys/censuses rather than administrative data • Inadequate technological resources (hardware, software) for data production • Data insecurity/lack of data backup • Non-functional regional statistical offices • Lack of proper documentation for institutional memory • Lack of/inadequate policies to guide organizational processes and decisions (for example, dissemination policy)
Opportunities	**Threats**
• Commitment of political leadership towards statistics production • Strong Development Partner support for statistics production • Ever increasing demand for statistics to satisfy national and international obligations such as the SDGs and AU Agenda 2063 • Modern technological advances which allow for more timely, accurate and cost effective data collection, management and dissemination • Access to a pool of regional and international expertise, including training institutions in data production and related fields through collaboration and partnership • Availability of sub-regional, regional and international statistical frameworks to enhance collaboration	• Competing interests by FMS • Lack of security in the country • Proliferation of data producers • Regular changes in Federal Government administration and structure • Inadequate Federal Government funding for statistical activities • Issues of ownership and legitimacy between FGS and FMS over data produced • Low public awareness of the importance of statistics for policy and decision making • Different reporting formats by international organizations hampering productivity • Tendency to request for ad hoc surveys which are not part of the SNSDS by Development Partners to disrupt systematic implementation of programmed statistical production activities

4.5 Challenges

The PESTEL and SWOT analysis brought to the fore a number of key challenges to the production of social statistics. These include:

- Inadequate funding for statistical activities from the Federal Government;

- Insecurity which makes data collection a risky undertaking;

- Inadequate application of modern technology and infrastructure;

- Undeveloped statistical infrastructure;

- Proliferation of data producers and lack of proper coordination; and

- Underdeveloped statistics units in MDAs and FMS with inadequate staffing and skills gap.

4.6 Recommendations

The following recommendations are made for consideration:

- Dialogue with other data producers to adopt internationally accepted standards, definitions, concepts, classifications, etc., especially the Somali Compendium of Concepts and Definitions;

- Develop Data Quality Assurance Framework in collaboration with key data producers; and

- Implement Article 32 of Law No.24 that enjoins SNBS to sign Memoranda of Understanding (MoU) with data producers.

CHAPTER 5
VISION, MISSION AND GOALS
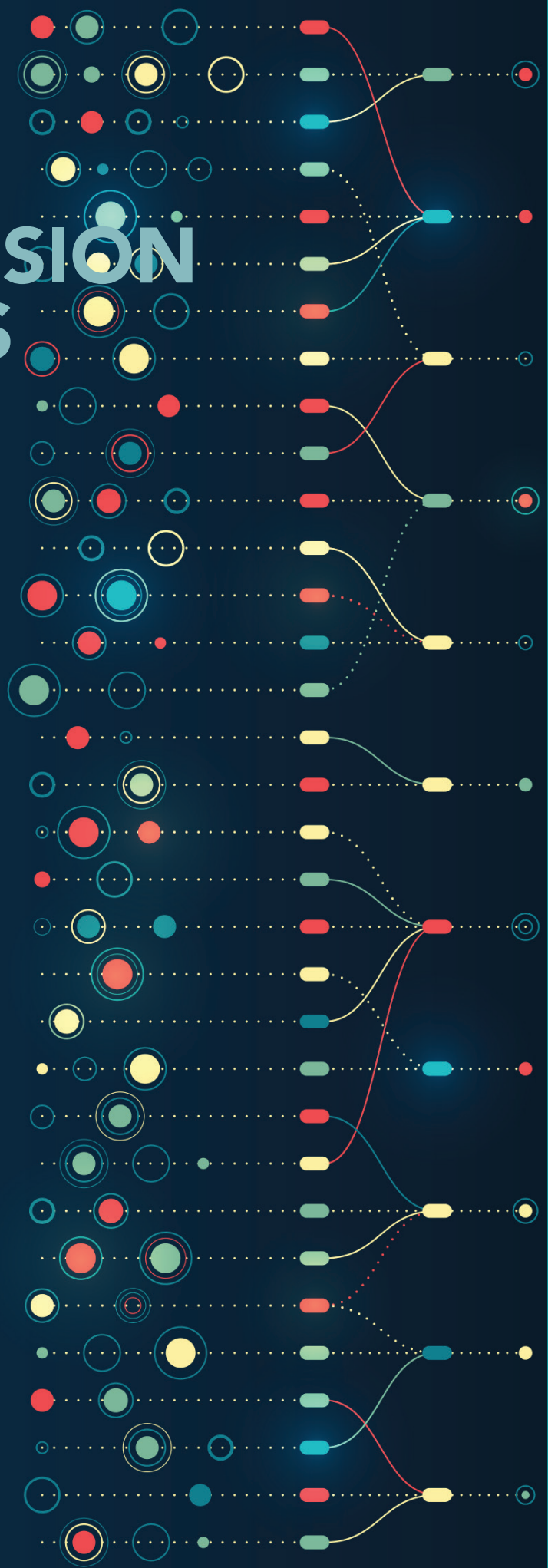
5. Vision, Mission and Goals

5.1 Vision and Mission

Vision

To be the most reliable source of social statistics in Somalia.

Mission

To produce quality social statistics for use by stakeholders for decision-making, monitoring and evaluation

5.2 Core values

The core values that guide the production of social statistics in the SNSS are many but four have been selected on the basis that they embody the rest. The core values are interrelated and they find expression in the 10 UN Fundamental Principles of Official Statistics (UNFPOS)[7].

Professionalism

The SNSS will operate strictly according to professional considerations, including the adoption of sound scientific principles and professional ethics, standard methods and procedures for the collection, processing, storage and presentation of social sector data. These data may be drawn from all types of sources (administrative, census and surveys) taking into consideration quality, timeliness, costs and response burden. Principles 1 - 5 of the UN Fundamental Principles of Official Statistics are embodied in this core value.

Transparency and accountability

Statistical production processes from design through implementation to dissemination ought to be properly documented and made public. The SNBS and other data producers in the SNSS seek to present statistical information according to scientific standards on the sources, methods and procedures of the statistics. Transparency and accountability also encompass interpreting data correctly, preventing the misuse of data and making public the laws, regulations and measures under which the statistical systems operate. This core value finds expression in Principles 3, 4 and 7 of the 10 UN Fundamental Principles of Official Statistics.

Integrity

The SNSS ensures statistical activities of producers of social statistics are based on adherence to the principles of objectivity and independence in the collection, compilation and dissemination of statistics. This encompasses institutional arrangements including effective coordination that ensures professionalism in statistical policies and practices, transparency, and ethical standards. Principles 8 and 9 of the UNFPOS are aligned with this core value.

Confidentiality

Confidentiality is one of the cardinal values of the SNSS. Individual data (person or business, etc.) collected by statistical agencies for statistical compilation, whether they refer to natural or legal persons, are to be strictly confidential and used exclusively for statistical purposes. This core value is meant to give assurance to data providers that their security is paramount as far as the information they provide to the statistical institution is concerned. Such an assurance ensures continuous flow of statistical information from data providers to data producers. UNFPOS Principle 6 underscores this core value.

5.3 Goals and strategic objectives

This section presents the goals and strategic objectives of the social sector statistical strategic plan. There are four goals with accompanying 10 strategic objectives. These were chosen on the basis of an objective evaluation of relevant statistics and statistics related literature on the SNSS.

5.3.1 Justification for goals and strategic objectives

The basis for determining the goals and strategic objectives have been anchored on objective review of the Somali National Development Plan -9 (NDP-9)[8], the Somali National Strategy for the Development of Statistics (SNSDS)[9], selected policies[10], sector

---

7   https://unece.org/statistics/FPOS

8   Somalia National Development Plan, 2020-2024: The path to a
     Just, Stable and Prosperous Somalia
9   Somali National Strategy for the Development of Statistics,
     2018/19-2022/23: "Supporting national recovery and develop-
     ment with quality statistics"
10   Somali Draft Gender Policy, 2015; Somalia Social Protection
     Policy, 2019; March 2019; Draft National Policy on Refu-
     gees-Returnees and IDPs, 2018

> The observations and the challenges documented from the review of the relevant documents formed the scientific basis for determining the goals and strategic objectives of the social sector statistical strategic plan

statistical plans[11], Federal Member States statistical plans[12] and the PESTEL and SWOT analysis. The review of the NDP-9 showed that the NDP-9 requires 53 indicators while the SDGs require 103 indicators to measure and report on their progress. However, the SNSDS and the sector statistical plans do not have adequate data production activities to meet the data requirements of the NDP-9 and the SDGs. The SNSDS focused mainly on building structures for data production highlighting, for example, development of tools, guidelines, standards, code of practice, provision of infrastructure, capacity building and coordination mechanism. The review also established data gaps of various categories including absence of data for some vital sectors, data inconsistencies, long time lag between end of data collection and release of results, outdated questionnaires, and lack of systematic and comprehensive census and survey program.

The challenges identified have been categorized into four main areas. One is coordination challenges resulting from proliferation of data with quality concerns, difficulty in Law enforcement and inadequate coordination mechanism. Another is institutional challenges/weaknesses resulting from inadequate staff to execute mandate and gaps in human resources available (inadequate skills/skills gap). A third challenge is data gaps emanating from inability to produce the range of statistics users need, irregular release of data and undeveloped administrative data collection. The last but not the least is inadequate resources to support statistical production activities. The observations and the challenges documented from the review of the relevant documents formed the scientific basis for determining the goals and strategic objectives of the social sector statistical strategic plan. To determine the number of goals set, the review of the relevant

literature established that four main areas of interest run through all the documents and these centered around the need to:

- Set up functional coordination structure;

- Improve both statistical and physical infrastructure;

- Provide adequate staff and capacity building; and

- Improve data production, management, dissemination and usage.

Based on this, it was determined to set the goals and strategic objectives on these four areas.

5.3.2 Specific goals and objectives

Table 2 outlines the specific goals and their associated strategic objectives.

---

11   Somali National Bureau of Statistics Five Year Strategy Plan,2021-2025; Education Sector Statistics Plan, 2018-2022; Health Sector Strategic Plan, 2018-2022
12   Galmudug State Statistical Plan, 2018-2022; Hirshabelle State Statistical Plan, 2018-2022; Jubaland State Statistical Plan, 2018-2022

Table 2:   Goals and strategic objectives

Goals and strategic objectives			Implementer
Goal 1	Improve policy regulatory and institutional framework		
	Strategy objective 1	Operationalize the New Statistics Law, No.24	SNBS
	Strategy objective 2	Develop a Legislative Instrument for the Statistics Law	SNBS
	Strategy objective 3	Improve coordination of data producers	SNBS
Goal 2	**Improve human resource adequacy and capacity building**		
	Strategy objective 1	Establish or strengthen Statistics Units in MDAs	All MDAs
	Strategy objective 2	Institute capacity building programs for the staff	All MDAs
	Strategy objective 3	Foster partnerships with sister statistical organizations	SNBS
Goal 3	**Make provision for statistical and physical infrastructure**	All MDAs	
	Strategy objective 1	Improve structures for administrative data collection	
	Strategy objective 2	Provide up-to-date physical infrastructure for social statistics production	
Goal 4	**Enhance data production, dissemination, and use**		
	Strategy objective 1	Improve administrative data collection	MDAs
	Strategy objective 2	Implement comprehensive and systematic census and survey program	SNBS

CHAPTER 6

MULTI-YEAR ACTION PLAN AND BUDGET

6.Multi-year action plan and budget

6.1 Introduction

This chapter contains the multi-year action plan and budget for the SSSSP.

6.2 Summary of costs by goal and objectives

The total cost of the strategy is **Nineteen Million, Nine Hundred and Twenty Six Thousand, Seven Hundred and Thirteen United States Dollars ($19,926,713)**. The procurement items shown in Annex 4 are covered under Goal 3, Strategy 3.2 of the budget.

6.3 Multi-year action plan and budget

The multi-year action plan and budget is outlined in Table 4.

Table 3: Total cost of the Social Sector Statistical Strategy

Goal/Strategic objective	Cost (USD)
Goal 1: Improve policy regulatory and institutional framework	**632,375**
1.1 Operationalize the New Statistics Act, No.24	241,675
1.2 Develop a Legislative Instrument for the Statistics Act	24,450
1.3 Improve coordination of data producers	366,250
Goal 2: Improve human resource adequacy and capacity building	**1,519,465**
2.1 Establish or strengthen Statistics Units in MDAs	365,600
2.2 Institute capacity building programs for the staff	1,033,465
2.3 Engage in partnerships with sister statistical organizations	120,400
Goal 3: Make provision for statistical and physical infrastructure	**531,478**
3.1 Improve structures for administrative data collection	14,728
3.2 Provide up-to-date physical infrastructure for social statistics production	516,750
Goal 4: Enhance data production, dissemination, and use	**17,243,395**
4.1 Improve administrative data collection	2,243,395
4.2 Implement comprehensive and systematic census and survey programme	15,000,000
Grand Total	**19,926,713**

> In the spirit of cooperation, collaboration and partnership, Development Partners should be encouraged to support Government by contributing both technical and financial resources to complement government's efforts in executing the strategy

Table 4:   Costs by goal, strategy and activity

Goal/strategic objectives		Implementer	Year 1	Year 2	Year 3	Year 4	Year 5	Total Cost
Goal 1 Improve policy regulatory and institutional framework								
1.1 Operationalise the New Statistics Act, No.24								
1.1.1	Organise sensitization workshops for heads of MDAs	**SNBS**	11085	11085	11085	11085	11085	55425
1.1.2	Sensitse community members through social media on the need to give information to SNBS and other producers	**SNBS**	11100	11100	11100	11100	11100	55500
1.1.3	Celebrate African Statistics Day	**SNBS**	4450	4450	4450	4450	4450	22250
1.1.4	Institute and celebrate Annual Somali Statistics Day	**SNBS**	4450	4450	4450	4450	4450	22250
1.1.5	Organise annual conference of producers and users of statistics	**SNBS**	17250	17250	17250	17250	17250	86250
Sub-total								**241675**
1.2 Develop a Legislative Instrument for the Statistics Act								
1.2.1	Recruit a Legislative Drafting Expert to lead the process	**SNBS**	24450					24450
Sub-total								**24450**
1.3 Improve coordination of data producers								
1.3.1	Set up and/or operationalise the Steering and Technical Committees	**SNBS**	30300	30300	30300	30300	30300	151500
1.3.2	Organise in-service training for data producers on their obligations to adopt statistical standards	**SNBS**	51000		51000		51000	153000
1.3.3	Organise meetings on collaboration for data production btn SNBS and MDAs & FMS Statistics Units	**SNBS**	12350	12350	12350	12350	12350	61750
Sub-total								**366250**
Sub-Total for Goal 1								**632375**
Goal 2 Improve human resource adequacy and capacity building								
2.1 Establish or strengthen Statistics Units in MDAs								
2.1.1	Recruit persons with statistics background to fill required positions in MDAs Statistics Units	**All MDAs**	109950		109950		109950	329850
2.1.2	Develop standard statistical tools, guidelines for data collection, compilation and analysis	**SNBS**	35750					35750
Sub-total								**365600**
2.2 Institute capacity building programmes for the staff								
2.2.1	Engage a consultant to revew and conduct training needs assessment for SNBS and MDAs respectively	**SNBS**	15750					15750
2.2.2	Engage a training institution to offer training in basic statistics and statistical methods to all MDA Statistics Units staff	**SNBS**	53550		53550		53550	160650

Goal/strategic objectives		Implementer	Year 1	Year 2	Year 3	Year 4	Year 5	Total Cost
2.2.3	Provide targeted training in advanced statistical methods	**SNBS**	27150		27150		27150	81450
2.2.4	Microsoft office applications (Excel, Word, Powerpoint/ Visualisation)		8000		8000		8000	24000
2.2.5	Questionnaire design and data collection methodology		8000		8000		8000	24000
2.2.6	Provide training in development of data collection applications (CsPro, Survey Solution, Kobo Collect, ODK, etc.)	**SNBS**	12640		12640		12640	37920
2.2.7	Training on survey data management and data analysis - STATA, SPSS, etc.	**SNBS**	19440	19440	19440			58320
2.2.8	Organise training in demographic software packages - Spectrum, Mortpak, Q-Five for SNBS staff	**SNBS**	43000		43000		43000	129000
2.2.9	Provide scholarships annually for staff with Diploma and first Degree to upgrade to first Degree and Masters Degree respectively in programmes related to social statistics	**SNBS**	28500	28500	28500	28500	28500	142500
2.2.10	Sponsor staff to participate in national and international conferences on social statistics, including UN Statistical conference	**SNBS**	13050	13050	13050	13050	13050	65250
2.2.11	Organise study tours on social statistics to federal countries with similar systems	**SNBS**	20000		20000		20000	60000
2.2.12	Provide training in sampling methodology, sampling design and data weighting at Michigan University	**SNBS**	17200	17200				34400
2.2.13	Provide training in inferential analysis such as multivariate data analysis for SNBS staff	**SNBS**	16000		16000		16000	48000
2.2.14	Provide training in population estimation and projections	**SNBS**	32550					32550
2.2.15	Provide training in Poverty Analysis - Multi-dimensional Poverty Index (MPI), Multi-dimensional of Overlapping Deprivation Analysis (MoDA)		15800	15800				31600
2.2.16	Organise training in data interpretation and report writing for staff of MDAs Statistics Units	**SNBS**	16000		16000		16000	48000
2.2.17	Provide training in Arc GIS for GIS staff at the US Bureau of Census	**SNBS**	17200					17200
2.2.18	Organise Management/ leadership training for SNBS management staff	**SNBS**	22875					22875
Sub-total								**1033465**
2.3 Engage in partnerships with sister statistical organisations								
2.3.1	Institute mentorship or attachment programmes for staff	**SNBS**	60200	60200				120400
Sub-total								**120400**

Goal/strategic objectives		Implementer	Year 1	Year 2	Year 3	Year 4	Year 5	Total Cost
Sub-Total for Goal 2								**1519465**
Goal 3 Make provision for statistical and physical infrastructure								
3.1 Improve structures for administrative data collection								
3.1.1	Develop administrative data collection templates	**SNBS/MDAs**	6328					6328
3,1,2	Provide training in management information systems	**MDAs**	3100					3100
3,1,3	Review the structure of selected MDAs Statistics Units	**MoLSA**	5300					5300
Sub-total								**14728**
3.2 Provide up-to-date physical infrastructure for social statistics production								
3.2.1	Procure elctronic tablets for data collection	**SNBS**	15500					15500
3.2.2	Procure Laptop computers for analysis and management of socual statistics	**SNBS**	60000					60000
3.2.3	Procure desktop computers for analysis and management of socual statistics	**SNBS**	80000					80000
3.2.4	Procure UPS	**SNBS**	6400					6400
3.2.5	Procure Servers	**SNBS**	1600					1600
3.2.6	Procure photocopiers/printers/ scanners for social statistics data production	**SNBS**	9900					9900
3.2.7	Procure Pick up vehicles for social statistics data collection	**SNBS**	120000					120000
3.2.8	Procure mini buses for social statistics data collection	**SNBS**	165000					165000
3.2.9	Projector	**SNBS**	3850					3850
3.2.10	Camcoder	**SNBS**	22000					22000
3.2.11	Procure Microsoft Office package	**SNBS**	8500					8500
3.2.12	Procure SPSS	**SNBS**	4950					4950
3.2.13	Procure STATA	**SNBS**	4950					4950
3.2.14	Procure office furniture - 10 Tables for 10 MDAs	**SNBS**	5000					5000
3.2.15	Procure office furniture - 39 chairs for 10 MDAs	**SNBS**	7800					7800
3.2.16	Procure 26 office curtains for 10 MDAs	**SNBS**	1300					1300
Sub-total								**516750**
Sub-Total for Goal 3								**531478**
Goal 4 Enhance data production, dissemination, and use								
4.1 Improve administrative data collection								
4.1.1	Organise training in indicator construction and computation	**SNBS**	4040	4040	4040			12120
4.1.2	Engage National/International Consultant to develop metadata on the indicator compiled by MDAs	**SNBS**	32250					32250
4.1.3	Organise training in metadata development for MDAs	**SNBS**	5540	5540	5540			16620

Goal/strategic objectives		Implementer	Year 1	Year 2	Year 3	Year 4	Year 5	Total Cost
4.1.4	Prepare annual reports for their respective MDAs using the administrative data collected	**MDAs**	31000	31000	31000	31000	31000	155000
4.1.5	Consolidate the data collected by the MDAs and prepare a composite report for the Federal Republic of Somalia	**SNBS**	31000	31000	31000	31000	31000	155000
4.1.6	Organise dissemination meetings to present report findings	**MDAs**	2390	2390	2390	2390	2390	11950
4.1.7	Train MDA statistics officers on administrative data collection templates relevant to their institutions/sectors	**SNBS**	16000					16000
4.1.8	Administrative data collection on Energy and Water	**MoEWR**	19190	19190	19190	19190	19190	95950
4.1.9	Administrative data collection on civil registration and IDPs	**MoLFAR**	38250	38250	38250	38250	38250	191250
4.1.10	Conduct of Annual School Census	**MoE**	49370	49370	49370	49370	49370	246850
4.1.11	Administrative data collection on Health	**MoH**	73730	57910	65820	57910	65820	321190
4.1.12	Administrative data collection on Labour	**MoILSA**	165894	93184	47004	47004	47004	400090
4.1.13	Administrative data collection on Gender	**MoWHR**	33715	29160	29160	29160	29160	150355
4.1.14	Administrative data collection on Immigration	**IND**	36794	5224	5224	5224	5224	57690
4.1.15	Administrative data collection on Aviation	**CAA**	12700	12700	12700	12700	12700	63500
4.1.16	Administrative data collection on disasters	**SoDMA**	31640	31640	31640	31640	31640	158200
4.1.17	Administrative data collection on Transport	**MoT**	33980	31350	31350	31350	31350	159380
Sub-total								**2243395**
4.2 Implement comprehensive and systematic census and survey program								
4.2.1	Multile Indicator Cluster Survey (MICS)	**SNBS**	4000000	4000000				8000000
4.2.2	Malaria Indicator Survey (MIS)	**SNBS**	1000000					1000000
4.2.3	User Satisfaction Survey (USS)	**SNBS**			500000			500000
4.2.4	Labour Force and Migration Survey (LFMS)	**SNBS**	2000000	2000000				4000000
4.2.5	Internally Displaced Persons Profiling (IDPs)	**SNBS**	1500000					1500000
Sub-total								**15000000**
Sub-Total for Goal 4								**17243395**
Grand Total								**19926713**

6.4 Funding arrangements

This SSSSP will be implemented at a total cost of **Nineteen Million, Nine Hundred and Twenty Six Thousand, Seven Hundred and Thirteen United States Dollars ($19,926,713)** over a period of five years. Since the strategy is Somali-owned, the Federal Government of Somalia is expected to fund its implementation. There should be direct funding of statistical activities of the FGS Statistical Units and agencies including the SNBS as well as the Statistics Units of the FMS. The responsibility, financing and administration arrangement being adopted for education and health data collection activities by the respective Federal Ministries of Education and Health and the FMS should be replicated. In the spirit of cooperation, collaboration and partnership, Development Partners should be encouraged to support Government by contributing both technical and financial resources to complement government's efforts in executing the strategy. The DPs currently supporting statistical development in the FRS include the World Bank, African Development Bank, UNFPA, UNICEF, UNDP and Swedish Statistics. The provision of financial resources by DPs should be seen as a stopgap measure to filling the financing gap. Ultimately, FGS should make adequate annual budgetary allocation for statistical programs to ensure long term sustainability.

6.5 Governance structure

Figure 1 depicts the governance structure and implementation arrangements for the SSSSP. Three reporting lines are suggested: SNBS internal reporting, MDAs internal reporting and coordination and reporting line for the implementation of the strategy. In all these reporting lines, internal structures are recommended. Figure 1: Governance structure and implementation arrangements

6.5.1 SNBS Governing Board

The Governing Board of SNBS is responsible for monitoring, supervising and advising the Bureau as specified in the Statistics Law. No.24 (2020). Among other things, the Board is to perform the following functions:

- Formulate and monitor the implementation of the Bureau's policies;

Figure 2:   Governance structure and implementation arrangements
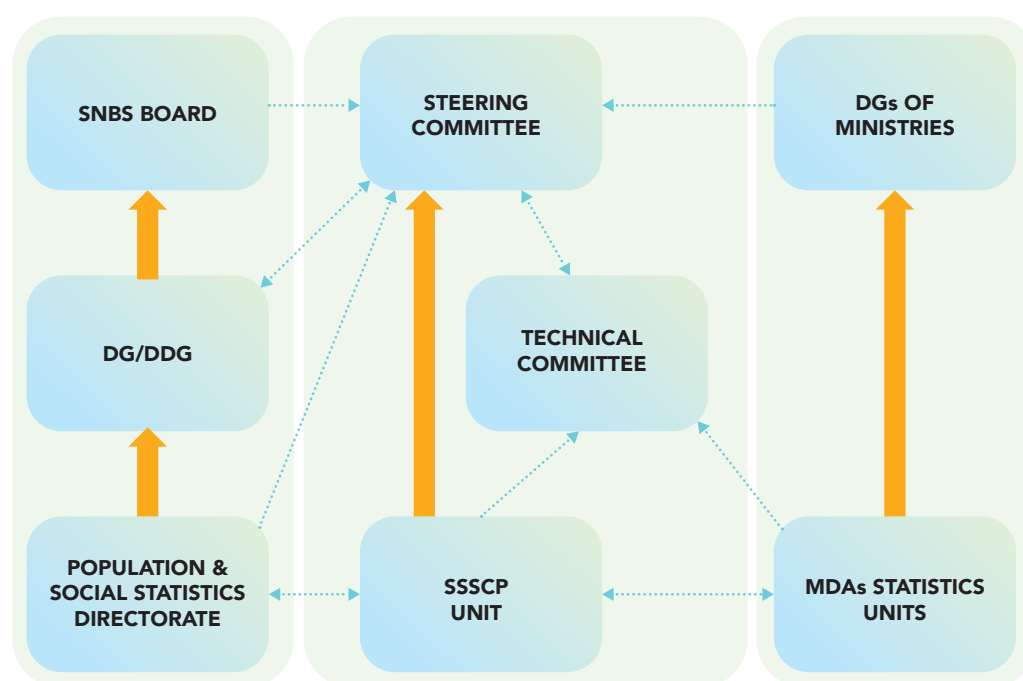
- Approve the Bureau's corporate plan, annual work programs and annual budgets;

- Collaborate with such other bodies within or outside Somalia as appropriate in furtherance of the Bureau's mandate;

- Establish appropriate mechanisms to promote an efficient and effective statistical system; and

- Review statistical programs of the departments and agencies of the Federal Government and Federal Member States.

6.5.2 SNBS Management

The role of SNBS Management is to supervise the operational implementation of the SSSSP program. This stems from its responsibility to carry out the functions of the Bureau and supervise the resolutions of the Board of Directors of the Bureau. The Management is to ensure that adequate funds are made available by liaising with relevant Federal agencies and development partners.

6.5.3 National Statistical System Steering Committee

The role of the NSS Steering Committee is to have oversight responsibility over the implementation of the SSSSP programme. The Steering Committee would draw membership from the SNBS and the participating Federal Ministries. It will also include representation from the Federal Ministry of Finance and Development Partners. The NSS membership shall be as follows:

- The Chairman of the Governing Board of SNBS or his/her representative (to chair the NSS);

- The Director-General or his/her representative;

- The Director of the Population and Social Statistics Directorate;

- The Director-Generals or their representatives of the Federal Ministries participating in the SSSSP implementation;

- A representative from the Federal Ministry of Finance;

- Two representatives of Development Partners; and

- Any other representation as may be determined by the Management of SNBS.

6.5.4 Technical Committee

The Technical Committee is responsible for the day-to-day implementation of the activity plan and reporting on progress to the SSCB Programme Unit at their monthly meetings. The membership of the Technical Committee will be composed of the Director of Population and Social Statistics Directorate, the Head of the Social Statistics Section of the Population and Social Statistics Directorate of SNBS (Annex 1), and Directors of participating Statistics Units of Federal Ministries.

6.5.5 The Social Statistics Capacity Building Program Unit

The Social Statistics Capacity Building Program Unit of the Population and Social Statistics Directorate will manage the operational implementation of the SSSSP and oversee monitoring and evaluation. A key role of the Head of the Social Statistics Capacity Building Program Unit, is to coordinate the implementation of the activities within the SNBS and those of the Federal Ministries. The SSCB Program Unit will serve as the secretariat for the Technical and Steering Committees and it will be responsible for organizing the Technical and Steering Committee meetings and prepare program implementation reports.

6.5.6 NACPUS

The National Advisory Committee of Producers and Users of Statistics (NACPUS) is another body that may be constituted to provide valuable feedback to data producers on user needs and the relevance of social sector statistics.

The membership of NACPUS will comprise all members of the technical committee and members drawn from the user community such as universities, government departments, etc. NACPUS may have a number of sub-committees to focus on specific aspects of statistics; and will meet on quarterly basis prior to Steering Committee Meetings.

Terms of Reference (ToR) should be prepared for each of the structures for coordination, excluding the Board of Directors, SNBS Management and the SSCB Programme Unit since their roles have already been specified in relevant laws and documents.

6.6   Implementation arrangements

As has been depicted in figure 1, existing internal structures would be used to manage the

implementation of the SSSSP. Where appropriate, other structures may be set up to complement the management arrangements.

6.6.1 Implementation of activities

The Population and Social Statistics Directorate and the MDAs Statistics Units are primarily responsible for implementing the activities of the strategy. They will be responsible for:

- Developing their individual annual work plans including budget to timelines set by SSCB Program Unit;

- Reporting on progress to timelines set by SSCB Program Unit; and

- Working closely with the SSCB Program Unit which will have responsibility for overall coordination of the strategy.

The Population and Social Statistics Directorate and the MDAs Statistics Units will prepare their own annual work plans for activities under the strategy and submitted to SSCB Program Unit by end of November each year to allow for consolidation and presentation to the Steering Committee for their approval.

6.6.2 Reporting

The Population and Social Statistics Directorate (PSSD) and the MDAs will continue to respect their own internal reporting requirements as shown in figure 2. The PSSD Director will report on their activities to the Director General (and his Deputy), who in turn will report to the Board. In the MDAs, the Statistics Units will report to their respective Director-General on their work program. These internal reporting requirements will be respected as part of the strategy's implementation.

6.6.3 Procurement

The SNBS Procurement and Asset Management Section will be responsible for all procurement activities. With guidance from the SSCB Program Unit, the Procurement and Asset Management Section will:

- identify and isolate all procurement items from the AWPB, with the help of the implementing Directorate and /MDAs;

- prepare an annual project procurement plan by 1st November each year;

- Submit the procurement plan to the Steering Committee (to be presented along with the consolidated AWPB for the particular year) for approval by the Steering Committee;

- Carry out procurement; and

- Prepare procurement report annually.

To ensure smooth procurement process, the responsible directorates or MDAs requesting the procurement will prepare the ToR for consultant or specification for equipment and get it approved by the entity head before submission to the Procurement and Asset Management Section. The SNBS Procurement and Asset Management Section will then go through the procurement process to procure the item for the requesting directorate or MDA.

6.6.4 Financial management

Financial management will be centralized at the SNBS. The Finance Department will be responsible for managing the finances of the project using its existing internal mechanisms. PSSD and MDAs would submit request for funds for implementation of programmed activities by attaching concept note or claims for contracts completed by attaching acceptance certificate to the Head of Finance through the Head of the SSCB Program Unit. The Head of the SSCB Program Unit will review all requests for payment and make recommendations to the Head of Finance.

6.6.5 Communication Management

Communications Management is the process of providing the relevant stakeholders with the right information at the right time to enable them make well-informed decisions. By implementing effective communication one:

- Ensures that stakeholders are kept regularly informed;

- Controls the release of critical project information; and

- Avoids communication issues and risks.

The Communications Unit under the Policy, Planning, and Coordination Services Directorate in conjunction with the SSCB Program Unit would oversee the communication aspects during implementation. Available modes could include press releases, internal newsletters, progress reports, as well as

social media handles already in use by the SNBS.

6.7 Monitoring and evaluation

The log frame (Table 5) will be the main tool for monitoring and evaluating progress towards each goal, making use of the verifiable indicators and means of verification.

Table 5: Monitoring and Evaluation Framework

Goal/ Strategy	Activity	Implementer	Year 1	Year 2	Year 3	Year 4	Year 5	Verifiable Indicator	Means of Verification
Goal 1: Improve policy regulatory and institutional framework									
1.1 Operationalise the New Statistics Act, No.24									
1.1.1	Organise sensitization workshops for heads of MDAs	SNBS	■	■	■	■	■		
1.1.2	Sensitse community members through social media on the need to give information to SNBS and other producers	SNBS	■	■	■	■	■	Number of community sensitization carried our	Report on the sensitization
1.2 Develop a Legislative Instrument for the Statistics Act									
1.2.1	Recruit a Legislative Drafting Expert to lead the process	SNBS	■						
1.3 Improve coordination of data producers									
1.3.1	Set up and/or operationalise the Steering and Technical Committees	SNBS	■	■	■	■	■	Number of meetings held	Minutes of meetings
1.3.2	Organise in-service training for data producers on their obligations to adopt statistical standards	SNBS	■		■		■	Number of in-service training organised	Trports of training
1.3.3	Organise meetings on collaboration for data production btn SNBS and MDAs & FMS Statistics Units	SNBS	■	■	■	■	■	Number of meetings organised	Minutes of meetings
Goal 2: Improve human resource adequacy and capacity building									
2.1 Establish or strengthen Statistics Units in MDAs									
2.1.1	Recruit persons with statistics background to fill required positions in MDAs Statistics Units	All MDAs	■		■		■	Number of persons recruited	Human resource recoreds
2.1.2	Develop standard statistical tools, guidelines for data collection, compilation and analysis	SNBS	■					Number of tools developed	Copies of tools
2.2 Institute capacity building programmes for the staff									
2.2.1	Microsoft office applications (Excel, Word, Powerpoint/Visualisation)		■		■		■		
2.2.2	Organise training in Questionnaire design and data collection methodology		■						
2.2.3	Provide training in development of data collection applications (CsPro, Survey Solution, Kobo Collect, ODK, etc.)		■						
2.2.4	Provide targeted training in advanced statistical methods	SNBS	■					Number of staff trained	Training report
2.2.5	Training on survey data management and data analysis - STATA, SPSS, etc.		■	■					
2.2.6	Organise training in demographic software packages - Spectrum, Mortpak, Q-Five for SNBS staff	SNBS	■				■	Number of staff trained	Training report
2.2.7	Provide scholarships annually for staff with Diploma and first Degree to upgrade to first Degree and Masters Degree respectively in programmes related to social statistics	SNBS	■	■	■	■	■	Number of staff awarded scholarships	Sponsorship records
2.2.8	Sponsor staff to participate in national and international conferences on social statistics, including UN Statistical conference	SNBS	■	■	■	■	■	Number of staff sponsored	Conference reports available

Goal/ Strategy	Activity	Implementer	Year 1	Year 2	Year 3	Year 4	Year 5	Verifiable Indicator	Means of Verification
2.2.9	Training in Sampling methodology, sampling design and data weighting at Michigan University	SNBS	■	■				Number of staff trained	Training report
2.2.10	Organise training in Inferential analysis - multivariate data analysis for SNBS staff	SNBS			■		■	Number of staff trained	Training report
2.2.11	Provide training in population estimation and projections		■						
2.2.12	Provide training in Poverty Analysis - Multi-dimensional Poverty Index (MPI), Multi-dimensional of Overlapping Deprivation Analysis (MoDA)		■	■					
2.2.13	Organise training in data interpretation and report writing for staff of MDAs Statistics Units	SNBS			■		■	Number of staff trained	Training report
2.2.14	Provide training in Arc GIS for GIS staff at the US Bureau of Census	SNBS	■					Number of staff trained	Training report

Goal 3: Make provision for statistical and physical infrastructure

3.1 Improve structures for administrative data collection

Goal/ Strategy	Activity	Implementer	Year 1	Year 2	Year 3	Year 4	Year 5	Verifiable Indicator	Means of Verification
3.1.1	Develop administrative data collection templates	SNBS/MDAs	■					Number of MDAs with admiistrative data collection tools	Copies of the instruments
3.1.2	Provide training in management information systems	MDAs	■					Number of people trained	Training report

3.2 Provide up-to-date physical infrastructure for social statistics production

Goal/ Strategy	Activity	Implementer	Year 1	Year 2	Year 3	Year 4	Year 5	Verifiable Indicator	Means of Verification
3.2.1	Procurement of software and all equipment	SNBS	■					Type and number of equipment procured	Stores receipt voucher

Goal 4: Enhance data production, dissemination, and use

4.1 Improve administrative data collection

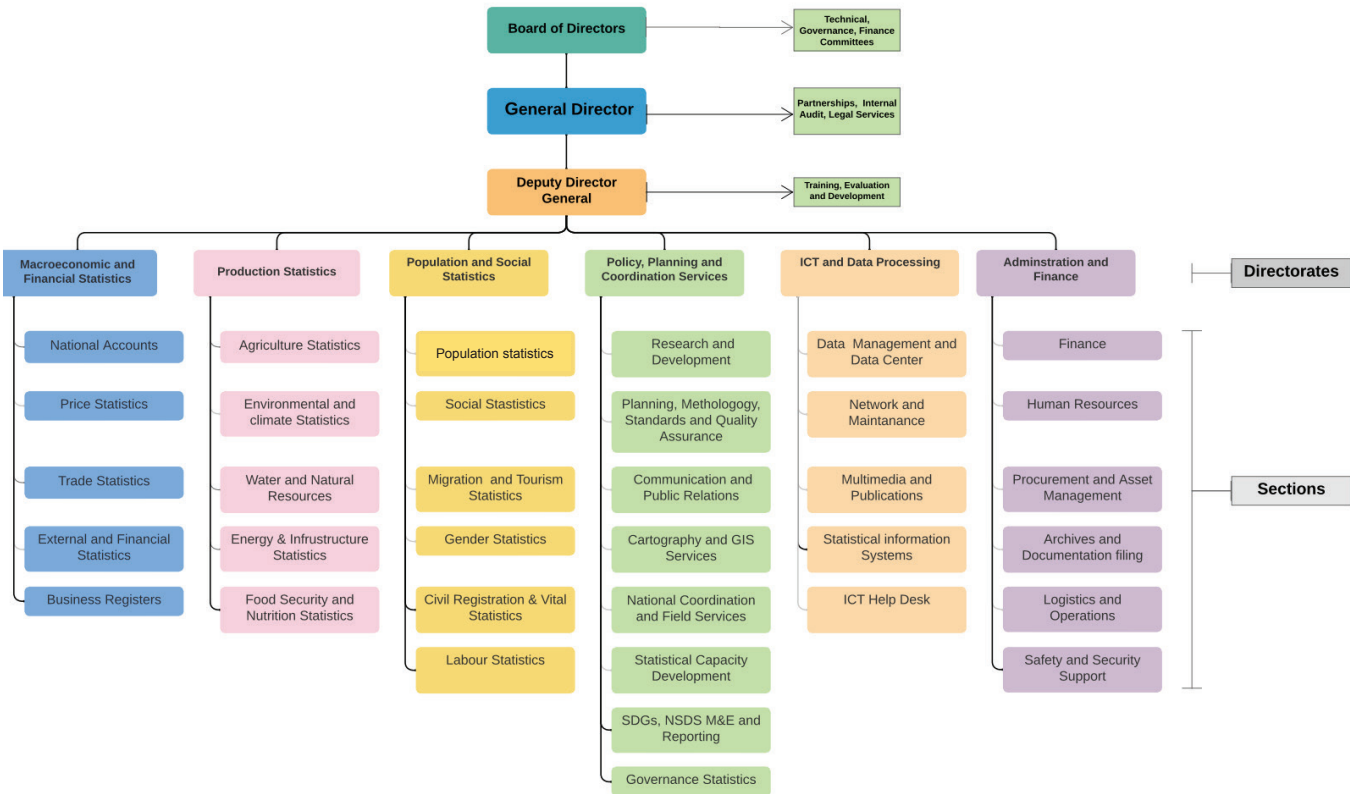| Goal/ Strategy	Activity	Implementer	Year 1	Year 2	Year 3	Year 4	Year 5	Verifiable Indicator	Means of Verification
4.1.1	Organise training in indicator construction and computation	SNBS	■	■	■			Number of people trained	Training report
4.1.2	Organise training in metadata development for MDAs	SNBS	■	■	■			Number of people trained	Training report
4.1.3	Prepare annual reports for their respective MDAs using the administrative data collected	MDAs	■	■	■	■	■	Number of reports prepared with administrative data	Copies of the reports available
4.1.4	Consolidate the data collected by the MDAs and prepare a composite report for the Federal Republic of Somalia	SNBS	■	■	■	■	■	Number of reports prepared with administrative data	Copies of the reports available
4.1.5	Organise dissemination meetings to present report findings	MDAs	■	■	■	■	■	Number of reports disseminated	Report on dissemination
4.1.6	Train MDA statistics officers on administrative data collection templates relevant to their institutions/sectors	SNBS	■						
4.1.7	Administrative data collection on Energy and Water	MoEWR	■	■	■	■	■	Type of data collected	Data available in soft copy
4.1.8	Administrative data collection on civil registration and IDPs	MoLFAR	■	■	■	■	■	Type of data collected	Data available in soft copy
4.1.9	Conduct of Annual School Census	MoE	■	■	■	■	■	Report and dataset available 3 months after end of data collection	Report available at MoE website
4.1.10	Administrative data collection on Health	MoH	■	■	■	■	■	Reports prepared using indicators calculated from the administrative data	Reports available on respective MDAs website
4.1.11	Administrative data collection on Labour	MoILSA	■	■	■	■	■		
4.1.12	Administrative data collection on Gender	MoWHR	■	■	■	■	■		
4.1.13	Administrative data collection on Immigration	IND	■	■	■	■	■		
4.1.14	Administrative data collection on Aviation	CAA	■	■	■	■	■		
4.1.15	Administrative data collection on disasters	SoDMA	■	■	■	■	■		

Goal/ Strategy	Activity	Implementer	Year 1	Year 2	Year 3	Year 4	Year 5	Verifiable Indicator	Means of Verification
4.1.16	Administrative data collection on transport	**MoT**	▨	▨	▨	▨	▨		
4.2 Implement comprehensive and systematic census and survey programme									
4.2.1	Multile Indicator Cluster Survey (MICS)	**SNBS**	▨	▨				Reports of surveys and dataset available 3 months after field work	Final reports of surveys available at SNBS website.. Datasets of surveys accessible as per SNBS data access policy
4.2.2	Malaria Indicator Survey (MIS)	**SNBS**	▨						
4.2.3	User Satisfaction Survey (USS)	**SNBS**			▨				
4.2.4	Labour Force and Migration Survey (LFMS)	**SNBS**	▨	▨					
4.2.5	Internally Displaced Persons Profiling (IDPs)	**SNBS**	▨						

ANNEXES

Annex 1
Structure of Somali National Bureau of Statistics

SOMALIA NATIONAL BUREAU OF STATISTICS (SNBS)

Board of Directors	→	Technical, Governance, Finance Committees
General Director	→	Partnerships, Internal Audit, Legal Services
Deputy Director General	→	Training, Evaluation and Development

Directorates

Macroeconomic and Financial Statistics	Production Statistics	Population and Social Statistics	Policy, Planning and Coordination Services	ICT and Data Processing	Adminstration and Finance
National Accounts	Agriculture Statistics	Population statistics	Research and Development	Data Management and Data Center	Finance
Price Statistics	Environmental and climate Statistics	Social Stastistics	Planning, Methologogy, Standards and Quality Assurance	Network and Maintanance	Human Resources
Trade Statistics	Water and Natural Resources	Migration and Tourism Statistics	Communication and Public Relations	Multimedia and Publications	Procurement and Asset Management
External and Financial Statistics	Energy & Infrustructure Statistics	Gender Statistics	Cartography and GIS Services	Statistical information Systems	Archives and Documentation filing
Business Registers	Food Security and Nutrition Statistics	Civil Registration & Vital Statistics	National Coordination and Field Services	ICT Help Desk	Logistics and Operations
		Labour Statistics	Statistical Capacity Development		Safety and Security Support
			SDGs, NSDS M&E and Reporting		
			Governance Statistics		

Sections

Annex 2
Current state of production of social statistics

No	Name of Institution	Level of Government	Data production and disseminated	Source of data	Frequency
1	Somali National Bureau of Statistics	FGM/FMS	Population Statistics	Census/PESS	Every 10 years
			Population Estimates and production	Census	Every 10 years
			Demographic Statistics	DHS	Every 5 years
			Health Statistics	MICS	Every 5 years
			Poverty Statistics	Census/LSS	5-10 years
			Internal and external migration	Census/Migration Survey	Every 10 years
			Governance, Peace and Security statistics	GPS survey	
			Energy statistics	Household Energy survey	
			Transport statistics	Transport survey	
			Higher Education Statistics	Higher Education survey	Annual
			Disability statistics	Disability Survey	
			Births, deaths and vital statistics	CRVS	Annual
			Tourism/culture statistics	Administrative (Admin)	Annual
2	Ministry of Interior, Federalization Affairs and Reconciliation & SNBS	FGM/FMS	Safety and security statistics	Admin	Annual
			Civil registration	Admin	
			Internally Displace Person (IDP) Statistics	Admin	Annual
3	Ministry of Education/Regional Education Offices/ District Education Offices	FGM/FMS	Nursery, primary, secondary education statistics	Admin/School census	Monthly, Quarterly/annual
4	Ministry of Health (District and Regional Offices)	FGM/FMS	Out patients, inpatients statistics	Administrative/ Service data	Monthly, Quarterly/annual
			Maternal and child health		
			Family planning		
			Nutrition statistics		
			Catchment population statistics		
			Human resources statistics		
			Health facilities statistics		
			Drugs and logistics statistics		

Sources: Compiled from Statistical Reports, Sector Strategic Plans, Administered questionnaire

No	Name of Institution	Level of Government	Data production and disseminated	Source of data	Frequency
			Health Facility Assessment (HFA) statistics		
			Tuberculosis statistics		
			Laboratory services statistics		
			Accidents statistics		
			HIV (ART) statistics	Admin (Surveillance)	

Annex 3
Centralized training plan

No	Type of training	Delivery by	Training location	January	Frbruary	March	April	May	June	July	August	Sept	October	November	December
1	Microsoft office applications (Excel, Word, Powerpoint/Visualisation)	SNBS	Onsite	X		X		X							
2	Questionnaire design and data collection methodology	SNBS	Onsite		X						X			X	
3	Basic/advanced statistical methods	External Trainer	Offsite				X								
4	Population estimates and projection	External Trainer	Offsite					X				X			
5	Construction and calculation of indicators	SNBS	Onsite			X									
6	Sampling methodology, sampling design and data weighting at Michigan University	External Trainer	Offsite						X						
7	Training on development of data collection applications (CsPro, Survey solution and Kobo Collect, ODK, etc)	External Trainer				X									
8	Training on survey data management and data analysis - STATA, SPSS, etc.	External Trainer	Offsite								X				
9	Demographic software - Spectrum, Q-Five, Mortpack, etc	External Trainer	Offsite										X		
10	Training on inferential analysis such as Multivariate data analysis	External Trainer	Offsite					X			X			X	X
11	Poverty Analysis (Multidimentional Poverty Index (MPI), Multidimensional of Overlapping	External Trainer			X	X									
12	Training on analytical report preparation	SNBS	Onsite				X			X				X	
13	Arc GIS	External Trainer	Offsite								X				X
14	Data documentation and Archiving (IHSN Toolkit)	External Trainer	Offsite						X						
15	Management/leadership training	External Trainer	Onsite				X						X		

Sources: Developed based on: i. Training Needs Assessment for SBNS and Key Sectors in Statistics, August, 2021

ii. Inputs from the Population and Social Statistics Directorate of SNBS

Annex 4
Allocation of procurement items to participating institutions

No	Item	Procurement items allocation to participating institutions												Total Quantity
		SNBS	MoLSA	MoE	MoH	MoWHR	MoEWR	MoIFAR	IND	CAA	SoDMA	MoTCA	MoPIED	
1	4x4 vehicle	2	1	1	1	1	1	1	1	1	1	1	1	12
2	Mini Bus	1	1	1	1	1	1	1	1	1	1	1	1	11
3	Laptop	10	5	5	5	5	5	5	5	5	5	5	5	60
4	Desktop	10	7	7	7	7	7	7	7	7	7	7	7	80
5	UPS	10	7	7	7	7	7	7	7	7	7	7	7	80
6	Microsoft office package	15	7	7	7	7	7	7	7	7	7	7	7	85
7	Server			1	1									2
8	Photocopier/scanner/printer	2	2	2	2	2	2	2	2	2	2	2	2	22
9	Projector	1	1	1	1	1	1	1	1	1	1	1	1	11
10	Camcorder	1	1	1	1	1	1	1	1	1	1	1	1	11
11	Handheld tablets for data collection		7	10	10	5	5	5	5	5	5	5	5	62
12	SPSS	15	1	5	5	1	1	1	1	1	1	1	1	33
13	STATA	15	1	5	5	1	1	1	1	1	1	1	1	33

Annex 5
References

Directorate of National Statistics. August 2017. Strategic Plan (2018-2022). "Harnessing the power of statistics for national development"

Draft National Policy on Refugees-Returnees and IDPs, 2018

European Union and United Nations. March 2018. Technical Report on Statistics of Internally Displaced People. Current Practice and Recommendations For Improvement

Galmudug State of Somalia. Ministry of Planning and International Cooperation. January 2018. Galmudug State Statistical Plan (GSSP 2018-2022)

Hirshabelle State of Somalia. Ministry of Planning, Cooperation and Diaspora Relations. January 2018. Hirshabelle State Statistical Plan (2018-2022)

http://unstats.un.org/unsd/gender/default.html

https://unece.org/statistics/FPOS

Jubaland State of Somalia. February 2018. Jubaland State Statistical Plan (2018-2022)

Mahad Wasuge, Ahmed M. Musa & Tobias Hagmann. 2021. Somali Public Agenda. Governance Brief 12. Who owns data in Somalia? Ending the country's privatised knowledge economy

Masaki, T., Custer, S., Eskenazi, A., Stern, A., and Latourell, R. (2017). Decoding data use: How do leaders use data and use it to accelerate development? Williamsburg, VA: AidData at the College of William & Mary.

Ministry of Education, Culture and Higher Education. Federal Republic of Somalia. February 2018. Education Sector Statistics Plan (2018-2022)

Ministry of Health and Human Services. Federal Republic of Somalia. March 2018. Health Information System Statistical Plan (2018-2022)

Ministry of Labour and Social Affairs. Federal Republic of Somalia. March 2019. Somalia Social Protection Policy

Ministry of Planning, Investment and Economic Development. Federal Republic of Somalia.

Directorate of National Statistics. September 2019. Statistical Release. Gross Domestic Product 2012-2018.

Ministry of Planning, Investment and Economic Development. Federal Republic of Somalia. Somalia National Development Plan, 2020-2024: The path to a Just, Stable and Prosperous Somalia

Ministry of Women and Human Rights Development. Federal Republic of Somalia. 2015. Draft National Gender Policy

Somali National Bureau of Statistics. August 2021. Training Needs Assessment for the Somali National Bureau of Statistics and Key Sectors in Statistics

Somali National Strategy for the Development of Statistics, 2018/19-2022/23: "Supporting national recovery and development with quality statistics"

Somalia National Bureau of Statistics. Somali Statistics Law. English Translation. February 2020. Law No. 24 National Statistics Law

Somali National Bureau of Statistics. October 2020. Strategic Plan (2021-2025)

Annex 6:
List of contributors

No	Name of participant	Institution
1	Alinur Mohamed Abdi	MoIFAR
2	Adan Salad Mohamud	MoPIED
3	Muhsin Abdikadir Dahir	MoPIED
4	Mohamed Said Hassan	MoPIED
5	Yusuf Elmi Ahmed	MoPIED
6	Mahad Adan Farah	Civil Aviation Authority
7	DR. Ibrahim Mohamed Nur	MOH
8	Bakar Asta Rufaci	MoWHR
9	Adan Isak Abdirahman	MoEWR
10	Ahmed Mohamed Issak	IND
11	Hussein Abdullahi	IND
12	Abdirahman Gacal	MoEHE
13	Salad Hussein	MoLSA
14	Omar Abdulkadir Sheikh	MoTCA
15	Ashwadq Hussein Ibrahim	Civil Society
16	Khadar Sheikh Mohamed	Disaster Management
17	Zeinulabidin Khalif	SNBS
18	Sadia Musa Adam	SNBS
19	Barliin Tahlil Osman	SNBS
20	Rahma Mohamud Abdi	SNBS
21	Mukhtar Hassan Mohamoud	SNBS
22	Hana Ahmed	SNBS
23	Nasra Abdi Karim Daiuel	SNBS
24	Said Abdilahi Abdi	SNBS
25	Abdirahman Mohamed Sheikh	SNBS
26	Abdifatah Osman Mohamed	SNBS
27	Mohamed Abdullahi Foyi	SNBS
28	Salma Mohamed Ali	SNBS
29	Sadia Abdullahi Ali	SNBS
30	Abdirahman Mohamed Sheikh Abdi	SNBS
31	Ali Abudullahi Araye	SNBS
32	Jamac Bare Hared	SNBS
33	Abdullahi Elmi	SNBS
34	Abdifatah Osman	SNBS
35	Hamida Sheel	SNBS
36	Hashim Abdinur	SNBS
37	Nur	SNBS
38	Said Abdilahi Abdi	SNBS
39	Abdideeq	SNBS
40	Mohamed Abdullahi Fiqi	SNBS
41	Ali Abdullahi Araye	National Consultant, SNBS
42	Mr. Abdirahman Omar Dahir	Deputy Director General, SNBS
43	Ahmed Hassan Ismail	UNICEF Somalia
44	Dr. Crystelle Tema Tsafack	Social Policy Manager, UNICEF Somalia