



MINISTRY OF PLANNING, INVESTMENT AND
ECONOMIC DEVELOPMENT (MOPIED)

STRATEGIC PLAN 2024–2028

NOVEMBER 2023





Vision

Realizing sustainable national socio-economic planning and development



Mission

To lead and facilitate Somalia's socio-economic development through a multifaceted approach that integrates planning, coordination, investments, and strategic partnerships



Core Values

- Public Good
- Commitment to excellence
- Higher integrity and ethical standards
- Accountability and transparency
- Inclusive Growth
- Critical analysis and policy delivery

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ABBREVIATIONS AND ACRONYMS

ACO	Aid Coordination Office
ATMIS	The African Union Transition Mission in Somalia
AU	Africa Union
BMOs	Business Member Organizations
BRA	Benadir Regional Administration
COMESA	Common Market for East and Southern Africa
COVID -19	Coronavirus 2019
DACs	Displacement-Affected Communities
DG	Director General
EAC	East African Community
EPZs	Export Processing Zones
ESG	Environmental, Social, Governance
FDIs	Foreign Direct Investments
FGD	Focus Group Discussion
FGS	Federal Government of Somalia
FIL	Foreign Investment Law
FMS	Federal Member States
GDP	Gross Domestic Product
HIPC	Highly Indebted Poor Countries Programme
ICSID	International Centre for Settlement of Investment Disputes
ICT	Information Communication Technology
IGAD	Intergovernmental Authority on Development
IMF	International Monetary Fund
IPRS	Interim Poverty Reduction Strategy Paper
JDs	Job Descriptions
KPIs	Key Performance Indicators
KRAs	Key Result Areas
MIGA	Multilateral Investment Guarantee Agency
MIS	Monitoring Information System
MOPIC	Ministry of Planning and International Cooperation
MoPIED	Ministry of Planning, Investment and Economic Development
NDC	National Development Council
NDP	National Development Plan
NEC	National Economic Council
NGOs	Non-Governmental Organizations

NIMES	National Integrated Monitoring and Evaluation System
NIPS	National Investment Promotion Strategy
OSC	One Stop Centre
PAR	Public Administration Reforms
PESTEL	Political, Social, Economic, Technological, Environmental, Legal
PFM	Public Financial Management
RBM	Result-Based Monitoring
RECs	Regional Economic Communities
RRF	Resilience and Recovery Framework
SAGAs	Semi-Autonomous Government Agencies
SDGs	Sustainable Development Goals
SEZs	Special Economic Zones
SMART	Specific, Measurable, Achievable, Relevant, and Time-Bound
SNA	Somalia National Army
SNBS	Somalia National Bureau of Statistics
SOMINVEST	Somalia Investment Promotion Office
SSA	Sub-Saharan Africa
SWOT	Strengths, Weaknesses, Opportunities and Threats
UN	United Nations
WTO	World Trade Organization



FOREWORD

The Ministry of Planning, Investment and Economic Development (MoPIED) takes the pleasure of presenting its 5-year Strategic Plan covering the period between 2024 and 2028 in recognition that Strategic planning forms a foundation for good leadership, management, and governance in the Ministry. This Strategic Plan therefore sets out the context and institutional analysis, strategic direction and key result areas and its implementation framework in the next five years.

This plan is intended to enable the Ministry take advantage of the opportunities available, and to address the challenges that could impede its progress towards achievement of the development targets and attainment of the strategic objectives and Key Result Areas (KRAs).

This strategic Plan will further strengthen the Ministry 's capacity in discharging its mandate particularly in developing and coordinating effective sectoral and national development policy planning. Additionally, the strategic plan will ensure alignment of National Budget and support from development partners with national development priorities.

It is my conviction that based on this strategic plan, the Ministry is on a firm footing to achieve its vision of "Realizing sustainable national socio-economic planning and development" and its mission of leading and facilitating Somalia's socio-economic development through a multifaceted approach that integrates planning, coordination, investments, and strategic partnerships.

I am particularly grateful to the President of Somalia H.E. Hassan Sheikh Mohamud and Prime Minister H.E. Hamza Abdi Barre for their leadership and guidance.

I commend the State Minister Hon. Abdirashid Jire Khalinle and Deputy Minister Mr. Mohamed Abdulkadir Ali for their continued role and support.



This strategic Plan will further strengthen the Ministry 's capacity in discharging its mandate particularly in developing and coordinating effective sectoral and national development policy planning.

A lot of dedicated effort and commitment has gone into the development of this strategic plan. I therefore take this opportunity to express my gratitude to the Director General Mr. Mohamed Shire for his initiative and support in the development of the Strategic Plan.

I also acknowledge the role and the entire senior management team in the development of this strategic plan. I look forward to successful implementation of this Strategic Plan exemplified by cooperation and synergy building not only for the Ministry but more significantly all stakeholders in Somalia Government.

Hon. Mohamud A. Sheikh Farah (Beene Beene)

The Minister of Planning, Investment and Economic Development





PREFACE

This five Strategic Plan covering the period 2024 - 2028 presents the strategic direction that the Ministry of Planning, Investment and Economic Development (MoPIED) will take to achieve optimal performance in fulfilling its mandate. It also provides a roadmap outlining how the Ministry will conduct its business during the Strategic Plan period. It sets out a realistic strategic activities and program

that will allow the Ministry to build and strengthen its current capacity, leverage the potential opportunities, and mitigate risks and challenges.

The Strategic Plan provides direction for the Ministry in responding to the changing environment and associated challenges in the domestic, regional, and global economic and developmental realities. This strategic plan is driven by the overarching ministry vision, mission and core values. The Strategic Plan provides clear strategies and detailed activities for realizing its strategic objectives and Key Result areas (KRAs). It further provides the actual process through which the strategic objectives will be achieved, the requisite resources needed and assigns responsibility for action and follow up. The Strategic Plan has been broken down into detailed annual plans and a monitoring and implementation framework to be implemented by the respective departments and agencies under the Ministry.

The Plan further identifies the key strategic issues and assesses the Ministry's strengths, weaknesses, threats, and opportunities based on which the strategic outcomes, strategies, and objectives that the Ministry will pursue over the short term has been formulated. The strategic plan is therefore pivotal in guiding the Ministry in the quest to deliver its mandate, particularly through improved performance.

The preparation of this strategic plan followed an elaborate process, involving all key stakeholders, thereby fostering a common understanding of the plan which enhances ownership and commitment to its implementation.



The Strategic Plan provides direction for the Ministry in responding to the changing environment and associated challenges in the domestic, regional, and global economic and developmental realities.

I would like to particularly appreciate the support of the following Directors: Investment Promotion, Mohamed Dubo; Planning, Muse Mohamed; Economic Development, Abdu-Nasir O. Katib; Monitoring and Evaluation, Mohamud S. Nur; Aid Coordination Office, Abdifatah O. Hassan; Human Resource, Adow M. Adan; Durable Solutions and Poverty Reduction, Zahra A. Mohamed, and the newly created Planning Institute, Fouzia A. Warsame. The new planning institute will build human capacity of civil servants across the two levels of government, while envisaged communication unit will not only strengthen information management systems but also lead the ministry's public communication and media relations.

I am grateful to Dr. Simon Githuku for his support during the formulation of the five-year strategic plan for the Ministry.

I am confident that the plan will improve the performance of the ministry and foster national economic planning and growth. I will continue to advocate for the effective and comprehensive implementation of the strategic plan.

Mr. Mohamed Shire

Director General



EXECUTIVE SUMMARY

This Strategic Plan which covers the period 2024 - 2028 presents the strategic direction that the Ministry of Planning, Investment and Economic Development (MoPIED) will take to achieve optimal performance in fulfilling overarching its mandate. It also provides a roadmap outlining how the Ministry will conduct its business during the Strategic Plan period. It sets out a realistic strategic program that will allow the Ministry to build on its current strengths, leverage the potential opportunities and mitigate against its weaknesses and challenges.

The Strategic Plan provides direction for the Ministry in responding to the changing environment and associated challenges in the domestic, regional, and global economic and developmental realities. This strategic plan is driven by the vision of “Realizing sustainable national socio-economic planning and development” through its corresponding mission which is “To lead and facilitate Somalia’s socio-economic development through a multifaceted approach that integrates planning, coordination, investments, and strategic partnerships”. The Strategic Plan is further anchored on and buttressed with core values namely: public good; commitment to excellence; higher integrity and ethical standards; accountability and transparency; inclusive growth; and critical analysis and policy delivery.

The document has identified an array of emerging issues through extensive review of existing literature, use of different participatory processes, and application of analytical tools such as SWOT, PESTEL, Stakeholders and Risk Analysis, that it should strive to address. These emerging issues have been distilled and summarized as: Heavy indebtedness; Negative impacts of climate change; Financial resource constraints; Weak and underrepresented private sector; Human capital resource gaps; Weak policy, regulation, and legislative environment; Inadequate institutional and organizational capacity; Presence of many forced displaced persons; Numerous cross-cutting issues that are not well mainstreamed; Lack of an enabling framework for the Diaspora; and lack of costed development plans.

It provides clear strategies and detailed activities for realizing its strategic objectives and Key Result areas (KRAs). The plan provides eight (8) KRAs namely: Development planning and intergovernmental coordination; Sustainable socio-economic development; Enhanced investments

(domestic and foreign-FDI); Monitoring, evaluation, tracking and reporting on the implementation of government policies, plans, programs, projects, and strategies; Improved institutional and organizational capacity; Cross-cutting issues; Resource mobilization, and Poverty reduction and durable solution for vulnerable and displacement affected communities. It further provides the actual process through which the strategic objectives will be achieved, the requisite resources and assigns responsibility for action and follow up. The Strategic Plan has been broken down into detailed annual plans and a monitoring and implementation framework to be implemented through respective departments and agencies under the Ministry. This is detailed in an implementation matrix appended to this document.

The preparation of this Strategic Plan followed an elaborate process, involving all key stakeholders, thereby fostering a common understanding of the plan which enhances ownership and commitment to its implementation. It took the active participation and involvement of key leaders from the Ministry, technocrats, and a wide range of stakeholders.



The Strategic plan is organised as follows:

CHAPTER ONE

provides the **general overview** and general background of the Ministry including: legal and policy context; mandate of the ministry of planning, investment, and economic development; the alignment of with the strategic plan with global and regional initiatives and commitments; rationale and methodology; and process and methodology.

CHAPTER TWO

underscores a **review of the performance of the Ministry** during 2017-2022 period. It further scrutinizes the contextual operating environment through analyzing its Strengths, Weaknesses, Opportunities and Threats (SWOT); and the external operating context by analyzing the impact of Political, Economic, Social, Technological, Environmental and Legal (PESTEL)- whether promoting or hindering - on its operations.

CHAPTER THREE

captures the **strategic direction** to be adopted during the plan period. It provides the Vision, Mission, and Core Values. The Strategic Plan articulates the key result areas (KRAs) or broad objectives, the specific strategies, and broad activities to be undertaken in actualizing the strategy.

CHAPTER FOUR

provides **organizational structure** and the institutional and functional frameworks for implementing the strategic plan. The structural organization seeks to deliver value to the stakeholders in an efficient and cost-effective manner. The structure portrays a direct relationship the strategic plan and the management or implementation structure.

CHAPTER FIVE

Five provides the **Monitoring, Evaluation, Reporting and Learning Framework**.

APPENDICES

mainly provides the Implementation Matrix.

THE STRATEGIC PLAN

This Strategic Plan will be implemented at a total cost of **US\$ 76,432,300**.

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CHAPTER ONE: INTRODUCTION



CHAPTER ONE: INTRODUCTION

1.0. Overview

This Strategic Plan covers the period 2024 - 2028. It presents the strategic direction that the Ministry of Planning, Investment and Economic Development (MoPIED) (henceforth the Ministry) will take to achieve optimal performance in fulfilling its mandate. It also provides a roadmap outlining how the Ministry will conduct its business during the Strategic Plan period. It sets out a realistic strategic program that will allow the Ministry to build on its current strengths, leverage the potential opportunities and mitigate against its weaknesses and challenges.

The Strategic Plan will provide direction for the Ministry in responding to the changing environment and associated challenges in the domestic, regional, and global economic and developmental realities. This strategic plan is driven by the overarching vision of “Realizing sustainable national socio-economic planning and development” through its corresponding mission of “To lead and facilitate Somalia’s socio-economic development through a multifaceted approach that integrates planning, coordination, investments, and strategic partnerships”. The Strategic Plan provides clear strategies and detailed activities for realizing its strategic objectives and Key Result areas (KRAs). It further provides the actual process through which the strategic objectives will be achieved, the requisite resources and assigns responsibility for action and follow up. The Strategic Plan will be broken down into detailed annual plans and a monitoring and implementation framework to be implemented through respective departments and agencies under the Ministry.

1.1. MOPIED

The Ministry (MOPIED) can be traced from the defunct Ministry of National Planning established in the 1960s and remained central to policymaking in Somalia until the government’s collapsed in 1991. The Ministry of Planning and International Cooperation (MOPIC) was created by the transition government to operationalize the Somali Compact and its five-state peacebuilding and state building goals. The transition from MOPIC to MoPIED has involved significant administrative reorganization of the ministry to reflect the widened policy responsibility and to permit the introduction of modern management approaches such as management by objective. A major aspect of the re-organization and simplification process has involved

1962

The year the MoPIED started rolling out National Development Plans (NDPs) since 1962 To achieve social, economic, and political development of Somalia

allowing new functions to become autonomous or semiautonomous such as the establishment of an independent Somalia National Economic Council (NEC) and Somalia National Bureau of Statistics (SNBS). To achieve social, economic, and political development of Somalia, the MoPIED has been rolling out National Development Plans (NDPs) since 1962 with NDP-9 as the latest plan.



A major aspect of the re-organization and simplification process has involved allowing new functions to become autonomous or semiautonomous such as the establishment of an independent Somalia National Economic Council (NEC) and Somalia National Bureau of Statistics (SNBS).

1.1.1. Mandate

The mandate of MoPIED consists of the following:

- i. Informing the country's socio-economic vision and turning it into practical policy actions in order to support macroeconomic stability and sustainable growth.
- ii. It spearheads the overarching national planning, investment promotion, and economic coordination through sector-wide development, resource planning and effective Inclusive Growth.
- iii. The ministry promotes government development through monitoring and evaluation and tracks progress made implementation of public projects and programs outlined in the NDPs and it fosters good governance, transparency, accountability, and learning.
- iv. The Ministry is responsible for macro planning and the coordination of development priorities and activities at the federal level and in close coordination with the Federal Member States as well as national and international development and humanitarian partners.
- v. The Ministry also takes lead in monitoring the direction of socio-economic development in Somalia through macro-economic and sector strategic plans..

1.1.2. Institutional Context

MOPIED is one of three core Federal Government institutions with responsibilities that cut across the social and economic development work of technical ministries, departments, and agencies (the others being the Ministry of Finance and Ministry of Interior, Federal Affairs and Reconciliation). MOPIED's success in the execution of its mandate therefore depends on its ability to coordinate, convene, and facilitate across numerous institutional boundaries and interests at the federal level.

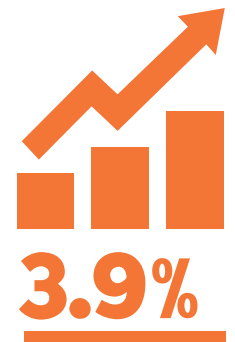
Similarly, the Ministry plays an important role in the Federal Government's relationship with the five Federal Member States (FMS) and Benadir Regional Administration (BRA). In particular, the quality of its interaction with the five FMS ministries of planning is central to sub-national involvement in national planning and coordination processes.

MOPIED's relationship and work with the FMS is further strengthened by the National Development Council (NDC), which is a periodic forum that brings together federal and FMS ministers and directors general of planning to coordinate around issues of shared strategic importance.

1.1.3. Policy Context

The existing policies, legal and regulatory frameworks governing MoPIED are listed below:

- The Federal Republic of Somalia, 2012 Provisional Constitution.
- The Somalia Statistics Act (2020).
- The 9th National Development Plan (NDP-9).
- Interim Poverty Reduction Strategy Paper (IPRSP).
- The Five-Year Performance Review (2017-2022) report.
- The 2018 national Resilience and Recovery Framework (RRF).
- The National Durable Solutions Strategy (2020 – 2024).
- The Foreign Investment Law (FIL) in 2015 which created the Foreign Investment Board (FIB) and the Somalia Investment Promotion Office (SOMINVEST).
- SOMINVEST Strategic Plan 2021-2024.
- Company law (Dec 2019).
- Land Laws (December 1980).
- The National Integrated Monitoring and Evaluation Framework (2023)
- The National Monitoring and Evaluation Policy (2023)
- Somali Communications Act (2012).
- Fisheries Law (November 1985).
- Labour Code (1972).
- Procurement Legislation (November 2015).
- Cooperatives Law (October 1973).
- Civil Code (June 1973).
- Civil Procedure Code (July 1974).
- Annual performance review reports.



The IMF estimates that Sub-Saharan Africa (SSA) economies grew by an average of 3.9% in 2022

1.1.4. Composition and Structure

The Ministry's mandate is implemented by a workforce of 353 personnel, who fall into three categories:

- Permanent/civil servants
- Temporary
- Advisors and consultants who are paid by the Development Partners.

Those with diploma, degree, post-graduate studies and technical education comprise about 5%, 70%, 15% and 10% of total staff establishment, respectively. The Ministry is led by the Minister supported by Deputy and Assistant Ministers. The Ministry's work is conducted through eight departments under the supervision of the Director General. The eight departments are:

The eight departments are:

- Planning
- Economic Development
- Monitoring and Evaluation
- Investment Promotion (SOMINVEST)
- Poverty Reduction and Durable Solutions
- Aid Coordination
- Human Resources
- Administration and Finance

Detail of each of these departmental functions is provided in Chapter 4.

1.2. The Alignment of with the strategic plan with global and regional initiatives and commitments

1.2.1 Global context

According to the International Monetary Fund (IMF), global growth is projected to fall from an estimated 3.4% in 2022 to 2.9% in 2023, then rise to 3.1% in 2024. The rise in central bank rates to fight inflation and Russia's war in Ukraine continue to weigh on economic activity. The 2030 United Nations Sustainable Development Goals (SDGs) integrate well with the role of the Ministry in ensuring sustainable economic growth and development.

For Somalia, ongoing narrative and policies around supporting fragile states



This Strategic Plan is therefore meant to inject strategic thinking that the leadership of the Ministry requires to visualize the future, critically analyze where the Ministry has come from, where it is now and where the Leadership want the Ministry to be in the next five years.

has been shaped at the highest levels of the development community by bilateral and multilateral actors including international financial institutions like the World Bank, African Development Bank, IMF, and the Islamic Development Bank. This is good news because these institutions were traditionally established for, and focused on, supporting those member countries that were simply able to borrow for development and pay back their loans. Now, with the global challenges of rising conflict, the war in Ukraine, the climate emergency, and regular environmental shocks, plus the lingering economic pain of the COVID-19 impact across most parts of the world, addressing fragility has rightly become a serious concern for the main international development players.

The drivers of fragility in Somalia are various and include conflict, extreme poverty, weak governance, and, sadly in some cases, a lack of commitment by governments to undertake real socio-economic reforms to improve the future of their countries and the lives of their citizens. These are often compounded by the underlying risks that make fragile states even more likely to remain fragile or regress into an even worse state of conflict and violence – factors such as rising inequality, youth unemployment, lack of basic public services and political disagreements or instability.

Somalia, by all international measures, is one of the most fragile countries in the world. This is due to the legacy of almost three decades of civil strife, lack of government and public institutions as well as conflict. Since 2012, when Somalia had its first internationally recognized government, led by President Hassan Sheikh Mohamud – then serving his first term, and currently serving his second, a decade later – the Somali authorities have been working hard to reverse the country's fortunes. This has not been easy. Fragile countries cannot just wake up one morning and be better. For Somalia, the journey from fragility to sustainability is long, tough, and very much ongoing.

Most people who have not seen Somalia in the past decade still have images of a failed state. Somalia is no longer a failed state, but the negative stereotypical lazy depiction is understandable because the global media narrative is such that unless you have a seamless, possibly miraculous transformation process in this new age of globalization and hyper-global connectivity and interdependence, a country and people's efforts to develop are not worth mentioning. This narrative ignores the daily activities of the Somali government, people and all international partners that go into paving the way for this positive developmental transformation to happen sustainably going forward.



The drivers of fragility in Somalia are various and include conflict, extreme poverty, weak governance, and, sadly in some cases, a lack of commitment by governments to undertake real socio-economic reforms to improve the future of their countries and the lives of their citizens.

What makes, and keeps, a state fragile is complex and requires a thorough understanding of the country and its people's history, culture, values, geography and even capabilities. In Somalia, despite all the civil strife, the Somali people have developed their resilience by supporting each other through a network of kinship, community solidarity, and in business even in the absence of a functioning state.

Today, Somalia has one of the most advanced telecommunication networks in East Africa and remains a pioneer in the use of mobile money which is crucial for financial inclusion and reducing poverty. The Somali Diaspora still sends home over one billion US dollars in remittances to their families. Successive Somali governments have been actively and successfully fighting the Al-Qaeda linked international terrorist group Al-Shabaab with the support of regional and international partners.

More importantly, Somalia is on track to complete its economic reform Programme guided by the International Monetary Fund (IMF) and is expected to secure debt relief under the Highly Indebted Poor Countries Initiative by the end of this year. This will no doubt be a socio-economic game changer and a major achievement for a country that remains among the most fragile in the world.

The most important question now is, how can Somalia successfully transition from fragility to stability and, eventually, sustainable development? On the face of it this should be straightforward. Somalia is strategically located in the Horn of Africa and has one of the longest coasts in the world, 8.5 million hectares of arable land, and vast amounts of livestock, natural resources including oil and green energy and blue economy potential.

The Somali government has been working hard for years to pass the legislations to improve the investment environment and instill the legal frameworks to attract and increase inward and foreign investment in all these untapped sectors. However, despite all these and domestic revenue mobilization efforts and public financial management improving significantly since 2012, Somalia's national budget is still small compared to all neighbouring states and over 50% of this comes from external donors. Furthermore, according to the World Bank, currently only 4.4 % of GDP comes from national taxes, which is the lowest in Africa and the world.



Somalia has one of the most advanced telecommunication networks in East Africa and remains a pioneer in the use of mobile money which is crucial for financial inclusion and reducing poverty.

1.2.2. Regional context

The IMF estimates that Sub-Saharan Africa (SSA) economies grew by an average of 3.9% in 2022, but growth is expected to decline to 3.6% in 2023 before and recover in 2024 to grow at 4.2%. These economies are facing major global headwinds arising from persistent global inflation and tightening monetary conditions. This has increased borrowing costs and led to depreciation of domestic currencies against major global currencies such as the U.S Dollar. These conditions have negative implication on Somali households through erosion of purchasing power and increased poverty. Possibility of Somalia accession to the East African Community (EAC) is likely to lead to better growth prospects through trade. The agenda 2063 of the African Union (AU) which prioritizes inclusive social and economic development aligns well with the Ministry's mandate and have been integrated into the 9th National Development Plan (NDP-9).

Somalia continues to make progress towards reaching the Heavily Indebted Poor Countries (HIPC) Initiative Completion Point by end of the calendar year 2023, following re-engagement with the International Development Association (IDA) and the clearance of arrears to International Financial Institutions. Currently, Somalia is in the HIPC interim period and all HIPC Completion Point legislative reforms have passed through both houses of Parliament and negotiations with creditors are in the process of being concluded. The International Monetary Fund (IMF) concluded their 6th review of the Extended Credit Facility (ECF) program from September 11 - 21, 2023 jointly with discussions on a new IMF-supported Program, this is the last review ahead of the Completion Point (CP). On reaching the (CP), Somalia will qualify for full and irrevocable debt relief, which could reduce the debt-to-GDP ratio from 41% in 2022 to 6%, meaning that debt is sustainable in a forward-looking sense, contingent on the full delivery of HIPC, Multilateral Debt Relief Initiative, and beyond-HIPC assistance. Somalia must continue maintaining macroeconomic stability, come to an agreement with all creditors, and must implement its ninth National Development Plan (NDP9).

Political relations in the region are experiencing dynamic change, with new opportunities for Somalia to benefit from trade and regional integration as it prepares to become the eighth member of the East African Community. As Somalia moves out of fragility, it needs to gradually transition from relying on humanitarian aid to sustainable development approaches.



The IMF estimates that Sub-Saharan Africa (SSA) economies grew by an average of **3.9%** in 2022, but growth is expected to decline to 3.6% in 2023 before and recover in 2024 to grow at **4.2%**.

Throughout 2022, and for five consecutive seasons, poor rains put the country in severe drought conditions surpassing the 2010–2011 and 2016–2017 droughts in terms of duration, severity, and scale. The number of people suffering from food insecurity and needing humanitarian assistance grew to 8.3 million people in the country (over 50%) and displaced over 2 million people from their homes in search of water, food, and pasture. Grants including social safety net programs (mainly targeted to rural poor/vulnerable households) and remittances are helping to mitigate the humanitarian crisis. In 2022, partners mobilized more than \$1.5 billion in relief.



The number of people suffering from food insecurity and needing humanitarian assistance grew to 8.3 million people in the country (over 50%) and displaced over 2 million people from their homes in search of water, food, and pasture.

As Somalia continues to rebuild economic governance institutions, it has several opportunities—rapid urbanization, the growing use of digital technologies, planned investments in energy, ports, education, and health—so building resilience to shocks is a priority to support economic growth and job creation. However, severe drought, rising food prices, falling exports, and slowing growth in remittances are preventing the economy from sustaining a modest rebound.

Amid repeated shocks, growth in GDP averaged only 2% from 2013 to 2020. Owing to the multiple crises, GDP contracted by 0.2% in 2020. GDP growth recovered to 2.9% in 2021 but is projected to have fallen to 1.7% in 2022 under the regional drought and worsening global economic conditions. GDP growth is forecast to rebound to 2.8% in 2023 and 3.7% in 2024.

Implementing reforms that can support Somalia in reaching the HIPC Completion Point will be critical for rebuilding human capital, strengthening institutions, and fostering an environment for inclusive, private-sector-led growth.

Currently, Somalia is a member of the following Regional Blocks: COMESA, IGAD and AU. Regional blocs have been considered essential in protecting economies, facilitating free movement of goods, services and people as well as encouraging monetary union. In Africa, different regional trade exists to engender broader social economic and political goals.

Membership to these blocks potentially affords Somalia access to low-priced, high-quality goods, lower prices overall, greater efficiency and innovation in production, increased economic development and living standards, and overall economic growth

1.3. Rationale and methodology

1.3.1. Rationale

The Ministry's Leadership requires a practical and pragmatic SP to guide the Ministry for the next five years commencing from January 2024 to December 2028. This Strategic Plan is therefore meant to inject strategic thinking that the leadership of the Ministry requires to visualize the future, critically analyze where the Ministry has come from, where it is now and where the Leadership want the Ministry to be in the next five years. The Ministry must perform its functions as planned and as the mother Ministry in charge of economic planning. The strategic plan seeks to provide vision, direction, and leadership to effectively manage and sustain the desired results. It provides a roadmap for the Ministry to transform itself into an effective, sustainable, and visible entity.

Further the strategic looks to streamline, develop, strengthen the entire policy, regulatory and legislative environment as well as enhance the institutional and organizational capacity of the Ministry to better carry out its mandate. The strategic plan considers resource mobilization as a key cog in resourcing and budgeting for its plans.

Additionally, despite the numerous national and sectoral plans and frameworks that already exist in the country, a Strategic Plan is still necessary because it creates a sense of ownership, collaboration, and collective responsibility. A Strategic would enable MoPIED to be proactive rather than reactive to countless situations. The Plan will help predict their future and be adequately prepared, as well as keep abreast with constantly changing trends, always staying one step ahead of the adversary.

Besides, the Strategic Plan would lead to increased operational efficiency and service delivery. It will help to align the functional activities of the organization to achieve the established objectives. It would guide management discussions and decision-making to determine resource needs to achieve previously defined objectives and thereby increase operational efficiency.

1.3.2. Methodology

The assignment employed a participatory and consultative approach where the key stakeholders were fully involved in each step of the strategy planning to promote ownership of the results. It also ensures that the client and the consultant remain on the same page in terms of interpretation and



The strategic plan seeks to provide vision, direction, and leadership to effectively manage and sustain the desired results. It provides a roadmap for the Ministry to transform itself into an effective, sustainable, and visible entity.

understanding of the assignment. Among the key stakeholders who steered the process include the Senior Officers in the Ministry including the Director General (DG) and all the Directors.

The following steps were important to facilitate successful delivery of the Strategic Plan:

a) Desk review

The consultant undertook extensive literature review by looking at all available documents within and outside the MoPIED to provide direction and insights into the issues affecting the Ministry and the avenues available within the legal framework to deal with the issues. Some of the documents to be reviewed will include but not limited to; The Federal Republic of Somalia, 2012 Provisional Constitution; the Somalia Statistics Act (2020); the 9th National Development Plan (NDP-9); interim Poverty Reduction Strategy Paper (IPRSP); the Five-Year Performance Review (2017-2022) report; the 2018 national Resilience and Recovery Framework (RRF); the National Durable Solutions Strategy (2020 – 2024) and SOMINVEST Strategic Plan 2021-2024.

b) Development of data collection tools

The consultant developed data collection tools targeting the different categories of respondents in the Ministry including the Minister, DG, Director of Admin & Finance, Director of Planning, Director of M&E and Durable Solutions, Director of Economic Development and Director of SOMINVEST. Primary data was collected through a structured questionnaire as well as round table discussions. Development of the data collection tools was guided by the information to be collected and the list of key informants to participate in the strategic planning process.

c) Inception meeting

Inception meetings and interviews were conducted with Minister, the DG and the Directors using a structured questionnaire. Some of the aims were to align on the rationale, expected outcomes, outputs, and timelines.

d) Primary data collection

Data for use on situational analysis was derived through structured questionnaires and focus group discussion (FGD) relying upon three main approaches:

- ✓ **SWOT Analysis:** An analysis of the Ministry's strengths, weaknesses, opportunities, and threats (SWOT) was conducted through FGD and was complemented with secondary data to determine the internal and external situation facing the Ministry.
- ✓ **PESTEL analysis:** An analysis of the political, economic, social, technological, environmental, and legal environment was conducted through FGD with stakeholders. Review of available documents was also carried out to determine the contextual issues surrounding the Ministry that could influence its performance either positively or negatively.
- ✓ **Stakeholder analysis:** A stakeholder analysis was undertaken through FGD discussions with stakeholders to describe and appreciate the environment under which the Ministry operates and identify the key stakeholders, the nature of relationships and the linkages that exist in the Ministry.

e) Data Processing and report writing

Data collected during the various stages was sorted, cleaned, keyed in, and analyzed and interpreted guided by the objectives and scope of work. The preliminary report was a draft outlining the background of the Ministry, a situational analysis, the strategic issues identified and the strategic direction (vision, mission, core values, strategic objectives, and strategies), an implementation, monitoring and evaluation framework and implementation matrix. This was compared with field data, available secondary data, and literature.

f) Validation Workshop

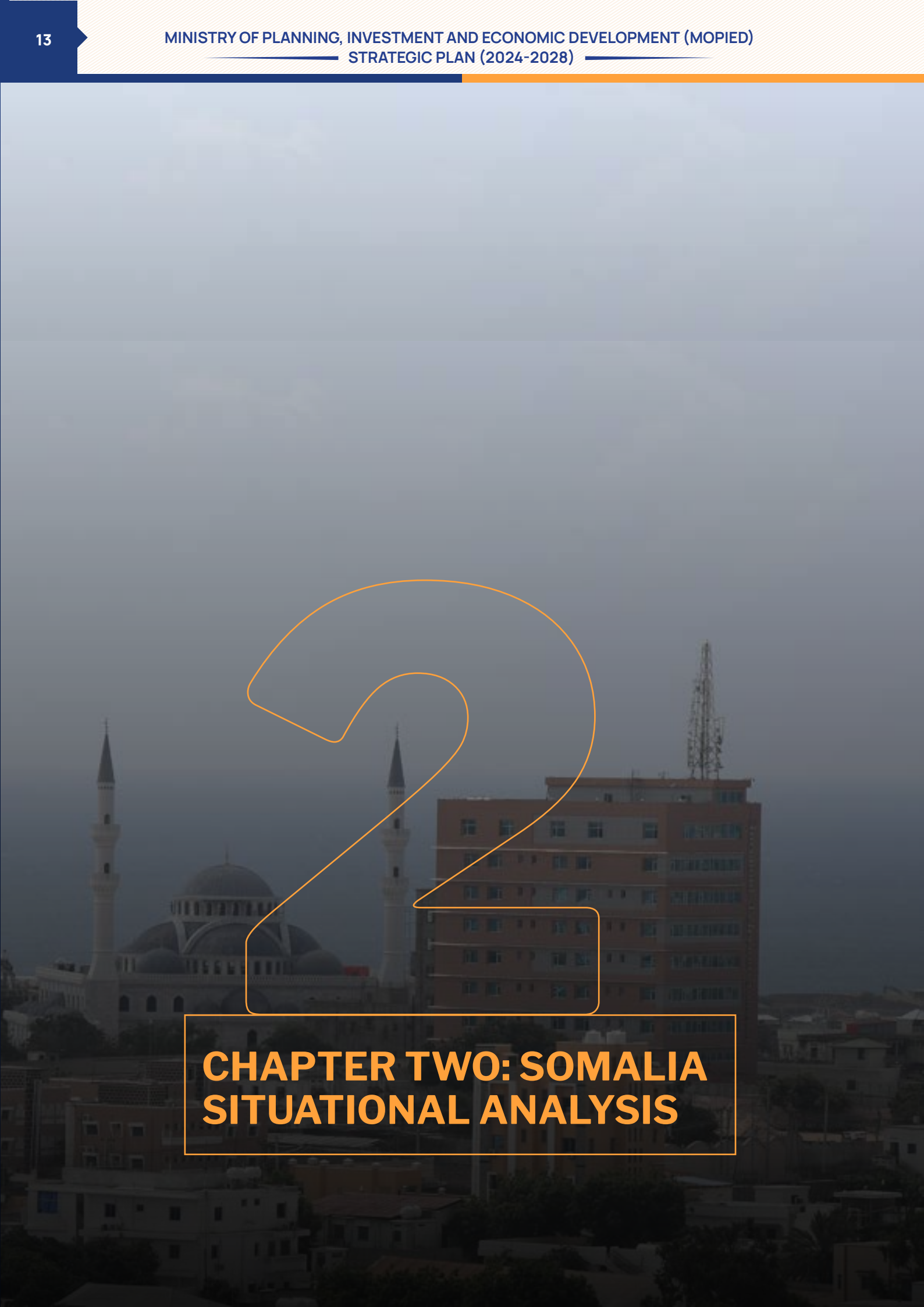
To ensure that the process of developing the strategic plan is as inclusive as possible, the draft plan was subjected to internal validation meetings for thorough discussions to elicit feedback.

g) Production of final strategic plan

A final report of the strategic plan was produced after incorporating feedback received during the internal validation meetings.



To ensure that the process of developing the strategic plan is as inclusive as possible, the draft plan shall be subjected to a stakeholder validation workshop for thorough discussions after which the stakeholders will validate the report.



CHAPTER TWO: SOMALIA SITUATIONAL ANALYSIS

CHAPTER TWO: SOMALIA SITUATIONAL ANALYSIS

2.0. Introduction

This chapter underscores a review of the performance of the Ministry during 2017-2022 period. It further scrutinizes the contextual operating environment through analyzing its Strengths, Weaknesses, Opportunities and Threats (SWOT); and the external operating context by analyzing the impact of Political, Economic, Social, Technological, Environmental and Legal (PESTEL)- whether promoting or hindering - on its operations. Additionally, a detailed Stakeholder Analysis was conducted to establish the nature of relationship with the ministry. All this analysis was conducted through comprehensive and candid brainstorming with top Ministry officials (including the Minister for MoPIED, the Director General, Directors of Departments, Heads of Programmes such Barwaaqo and other key stakeholders.

2.1. Performance review

2.1.1 Achievements

This will be the first Strategic Plan for the Ministry implying that general performance of the ministry can only be assessed through other sources of information. To be more specific, performance of the Ministry in the last five years will be gauged using five-year (2017 -2022) Performance Review and Annual Progress Report 2020. A summary of notable achievements includes the following:

- i. Internal reorganization through rationalization of functional departments including the creation of semi-autonomous agencies such as the Somali National Bureau of Statistics (SNBS) and the National Economic Council (NEC).
- ii. The Ministry also established the Durable Solutions Unit in November 2018 with the aim of coordinating solutions to Somalia's protracted displacement situation. Shortly after the DSU formulate Somalia's first ever National Durable Solutions Strategy (NDSS) effectively aligning all durable solutions programs ongoing in Somalia with the NDSS. In 2023, the Durable Solutions Unit has now been expanded to Poverty Reduction and Durable Solutions Department with a wider mandate.
- iii. Aid Management, Coordination and Monitoring has been transferred from the Office of the Prime Minister to MoPIED to ensure alignment of Aid to national development priorities as provided for in NDP-9. An Aid Coordination Office Department has been created in MoPIED.



Performance of the Ministry in the last five years will be gauged using five-year (2017 -2022) Performance Review and Annual Progress Report 2020.

- iv. The preparation of the ninth National Development Plan (NDP-9) for 2020-2024) period which was compliant with IMF Interim Poverty Reduction Strategy Paper (IPRSP). This played a useful role in the country's admission into to the Highly Indebted Poor Countries (HIPC) Initiative for debt relief.
- v. Development of flagship policy strategies such as the Somalia Recovery and Resilience Framework (RRF) in 2018 to provide long-term solution to persisting national emergencies; the Growth and Economic Transformation Strategy (GETS) in 2021 as a comprehensive growth strategy; the National Durable Solutions Strategy 2020-2024 to provide a long-term solution to internal displacement.
- vi. The Ministry has been charged with the responsibility of coordination national projects and programs that are cross-cutting, that is, their implementation is carried out by more than one Ministry or government agency. National Monitoring and Evaluation (M&E) is now under the Ministry.
- vii. The Aid Coordination Office (ACO) was created to enhance national aid coordination through closer oversight of the alignment of off-budget aid flows with national (NDP-9) development priorities. To further increase accountability and transparency of aid use in the country, the Aid Information Management System (AIMS) has been established.



Through detailed, highly participatory, and consultative brainstorming sessions, an evaluation of MOPIED's Strengths, Weaknesses, Opportunities and Threats (SWOT) was conducted, which information was buttressed with existing documentation.

2.1.2. Areas for improvement

- i. Poor linkages between policy, planning and budgeting.
- ii. Poor resource mobilization strategies.
- iii. Weak planning systems at the federal level.
- iv. Weak institutional capacity of the Ministry to implement its core mandate due to amongst others, inadequate human resources, and funding.

2.2. SWOT analysis

Through detailed, highly participatory, and consultative brainstorming sessions, an evaluation of MOPIED's Strengths, Weaknesses, Opportunities and Threats (SWOT) was conducted, which information was buttressed with existing documentation. The analysis provided MOPIED with an opportunity to evaluate the best match between internal and external environmental factors and provide strategic direction for the Medium-Term Strategic Plan. The analysis came up with the strengths to take advantage of weaknesses for intervention, opportunities to grab and threats to mitigate against during the implementation of this Strategic Plan as stipulated in Table 2.1.

Table 2.1: SWOT analysis

Internal Environment	
Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ Continuity with programs and projects of previous regime despite differing philosophies and ideologies. ✓ The existence of SOMINVEST as One Stop Centre (OSC) for Investor support and facilitation. ✓ Political support and goodwill from top government leadership. ✓ Strong Leadership and Commitment. ✓ Strong work ethics and commitment to planning national resources. ✓ Positive and collaborative working relationship with other ministries. ✓ Network with Local, International community and Somali Diaspora. ✓ The successful completion and adoption of IPRSP-complaint NDP-9. ✓ Existence of Somalia National Bureau of Statistics (SNBS) as a semi-autonomous government agency (SAGA). 	<ul style="list-style-type: none"> ✓ Overlap of functions with other ministries and agencies on wider public policy issues. ✓ High turnover of senior management personnel due to lack of schemes of service such as entry level behavior, progression and promotion, pension, etc. ✓ Performance review not linked with National Budget allocation. ✓ Inadequate Monitoring and Evaluation of systems. ✓ Limited financial and human resources. ✓ Overreliance on foreign aid. ✓ Lack of/ inadequate office space. ✓ Inadequate equipment such as vehicles ✓ Inadequate ICT resources & capacity to implement management information systems is a major challenge. ✓ Heavy reliance on few expatriates ✓ Low visibility and branding (communication gap). ✓ Inadequate repository system (no Information Management System as well as Library). ✓ Lack of well-defined structures and functions within the ministry. ✓ Inadequate data to monitor policies and implementation of NDP9.

External Environment	
Opportunities	Threats
<ul style="list-style-type: none"> ✓ Political support and goodwill from top government leadership. ✓ Prospects for debt relief under the Highly Indebted Poor Countries Programme (HIPC) ✓ The Existence of Investment Protection Law. ✓ Existence of sectors that would boost development environment such as agriculture, fisheries, mining, tourism. ✓ Easy access to support from stable neighbors such as Kenya. ✓ Existence of global and regional economic and trading blocs and treaties. ✓ Willingness by the local and international development partners to support the ministry work e.g., the World Bank, IMF, Qatar. ✓ The Ministry is in-charge of the National M&E. ✓ Improved security in Mogadishu and throughout the country (Conflict recovery). ✓ Availability of prospective competent staff. ✓ Access to Diaspora support and network. ✓ Ease of transfer of funds through established institutions with global reach particularly Hawala. ✓ Well-developed and cheaper telecommunications services 	<ul style="list-style-type: none"> ✓ Vagaries of climate change such as floods, droughts, and famine. ✓ Weak policy, legislative and regulatory environment is a threat to business e.g., on SEZs and EPZs. ✓ Lack of independent commissions and authorities may lead to bad governance thus failure to achieve planned activities. ✓ Weak Private Sector coupled with weak or no membership organizations for employers, Manufacturers, Producer Organizations, weak Chamber of Commerce etc. ✓ Global instabilities such as wars and economic downturns. ✓ Pandemics such as COVID 19. ✓ High cost of energy impacts coupled with inadequate supply impact all the other sectors of the economy. ✓ Limited resources to support reform and capacity building. ✓ Possibility of return to Political Instability ✓ Weak coordination in both development programming and implementation leading duplication of effort and other inefficiencies. ✓ Infrastructural constraints e.g., deplorable state of roads.

2.3. PESTEL analysis

A comprehensive and broad assessment of Political, Economic, Social, Technological, Environmental and Legal (PESTEL) operating context was undertaken in preparing this Strategic Plan through participation of key stakeholders. The PESTEL analysis enabled a candid description of the operating environment and hence an appreciation of the factors that will either support or impede the process of implementing the strategic plan. Table 2.2 presents a synthesis of the outcome of the PESTEL analysis:

Table 2.2: PESTEL analysis

Factor	Issue	Analysis
Political	Federal Structure of government	<ul style="list-style-type: none"> ✓ The Federal structure of government accommodates regional concerns and issues and fosters accountability and equity as well as peace in the country. ✓ The provisional 2012 constitution has transformed political and economic governance and strengthening accountability and public Inclusive Growth.
	Membership to Regional & international organizations	<ul style="list-style-type: none"> ✓ Somalia is a member of regional and international organizations and subscribes to relevant treaties e.g., UN, AU, COMESA, IGAD and Arab League. Somalia is also in the process of WTO accession. ✓ Network of local and international partners, stakeholders & private sector players. ✓ Inadequate representation in international investor source markets.
	Peace and security	<ul style="list-style-type: none"> ✓ Regional peace, security and stability are key to Somalia's development agenda. ✓ Restoration of peace after 15 years of conflict is a boon for her development. ✓ Somalia armed forces and ATMIS are effectively coping with insecurity and restoring peace in the country. ✓ Political goodwill from the Country's top leadership. ✓ Ongoing efforts directed at security sector reform and reconstitution of SNA.

	Governance and rule of law	<ul style="list-style-type: none"> ✓ Perception of bad governance and corruption affects investor confidence. ✓ Transparency and accountability in management of public affairs and resources are important to improve the country's image. ✓ Recognition and respect within the government and stakeholders. ✓ Somalia is implementing Public Financial Management (PFM) Reforms and Public Administration (PAR) Reforms.
Economic	Globalization	<ul style="list-style-type: none"> ✓ Somalia has globally positioned itself and is striving to establish a conducive investment environment. ✓ Somalia is seeking debt relief through the HIPC initiative this will enable higher resources to be allocated to development programs and projects. ✓ The economy is projected to continue a growth trajectory with 2.9 % of GDP in 2018 and projected annual average growth of 4 to 5 % over the medium-term period. ✓ Real GDP growth was mainly driven by livestock sector, fishing, financial services, transport, telecommunications, and trade sectors as well as sustained remittances and donor inflows. ✓ The business-enabling environment has improved as well; Somalia is implementing reforms to improve its ranking in the World Bank's Ease of Doing Business Indicators. ✓ Adoption of prudent macroeconomic policies will help support Somalia's economic recovery and economic performance. ✓ Globalization presents both opportunities and threats for Somalia
	Potential for a Regional Economic Hub	<ul style="list-style-type: none"> ✓ Somalia has the longest coastline in Africa on both the Indian Ocean and Red Sea. It has the potential to be the hub of trade and investment in the region. ✓ It has GDP per capita of USD \$ 332 and GDP growth of 2.9 % in 2018, inflation 3.2% in 2018; GDP 4.72 billion USD \$ in 2018.¹

¹ See: World Development Indicators of the World Bank. See <https://datatopics.worldbank.org/world-development-indicators/#:~:text=The%20WDI%20helps%20data%20users,%2C%20regional%2C%20and%20global%20estimates.>

		<ul style="list-style-type: none"> ✓ Availability of Development funding for solutions. ✓ Infrastructural constraints – Lack of adequate capacity and infrastructure such as building, vehicles and equipment, due to shortage of funds. ✓ Ease of transfer of funds through established institutions with global reach.
Social	Progress towards achieving SDGs	<ul style="list-style-type: none"> ✓ Somalia's 9th National Development Plan (2020-2024) has included all 17 SDG targets. ✓ An online Somalia Data Portal has been established that reports progress on the SDGs. ✓ National IDP policies and frameworks developed, NGO Bill presented for parliament consideration, Durable Solutions Strategy on displacement prepared. ✓ NDP-9 Compliance check criteria developed. ✓ Good and positive relationship with the management and departments of the Ministry of Planning with FGS and FMSs ministries.
	Growing and youthful population	<ul style="list-style-type: none"> ✓ The World Bank estimates the population of Somalia at 17.60 million in 2022. ✓ The population is overwhelmingly young with the proportion of youth comprising about 75% of the total population. ✓ About 69% of the population live below the poverty line (\$1.90 per day).² ✓ The unemployment rate for 2022 was estimated at 20.05% (World Bank estimates). ✓ Youth unemployment stood at 35.60% in 2022 (ILO estimates). ✓ Addressing the skills gap between market requirements and the education curriculum will be major goals. ✓ Somalia stands to reap demographic dividend from its predominantly young population. ✓ Presence of youthful workforce graduating from local universities.

² See [https://blogs.worldbank.org/developmenttalk/relationship-between-poverty-and-violence-against-civilians-evidence-somalia#:~:text=conflict%2Daffected%20country-,Somalia%20is%20one%20of%20the%20poorest%20countries%20in%20Sub%2DSaharan,of%20%241.90%20\(Figure%201\).](https://blogs.worldbank.org/developmenttalk/relationship-between-poverty-and-violence-against-civilians-evidence-somalia#:~:text=conflict%2Daffected%20country-,Somalia%20is%20one%20of%20the%20poorest%20countries%20in%20Sub%2DSaharan,of%20%241.90%20(Figure%201).)

	Protracted Displacement	<ul style="list-style-type: none"> ✓ An estimated 3.8 million Somalis are internally displaced within Somalia with no access to basic socio-economic services, security of tenure and livelihood opportunities. ✓ Most of these displaced people are women, children, and youth. ✓ The displacements are recurrent and result from conflict, insecurity and natural disasters compounded by climate change effects such as droughts, floods, locust infestations and COVID-19.
Technological	ICT	<ul style="list-style-type: none"> ✓ Development of a modern telecommunications infrastructure in Somalia, capable of delivering efficient and affordable info-communications services. ✓ Somalia is rated to have one of the cheapest mobile internet data costs in the world. ✓ Only around 15% of the population have internet access. ✓ ICT advances over the past few decades have seen the convergence of broadcasting, telecommunications, computing, and content. ✓ Plans to develop PPP options supporting the ICT sector and broadband connectivity are underway. ✓ ICT is playing the central catalytic role in pushing the development process forward and boosting the efficiency of the increasingly integrated global economy. ✓ Increased access to the Internet, coupled with mobile money and internet banking is also driving e-commerce in Somalia. ✓ There has been donor support such as the World Bank's ICT Sector Support Program (Phase 2) and the European Union's AfricaConnect 2 program, which has allowed SomaliREN to invest in internet connectivity, and provide access to the high-speed internet and open educational resources.
	Digitization of government services	<ul style="list-style-type: none"> ✓ This has prospects of increasing access, transparency, and citizen empowerment.
	Digital literacy	<ul style="list-style-type: none"> ✓ Given that Somalia's total literacy rate stands at 37.8% (2020 estimates), one of the lowest in the world, digital literacy must be lower.

Legal	Legislative & Investment Policy Framework	<ul style="list-style-type: none"> ✓ Interim 2012 Constitution creates a firm foundation for an effective and stable government. ✓ The Foreign Investment Law (2015) governs the foreign investment regulatory regime in Somalia. ✓ Other Pro-investment laws and policies include the National Investment Promotion Strategy (NIPS), ✓ Foreign Investor Protection Framework. ✓ All the above laws and other business enabling laws to have contributed to an enabling investment environment in Somalia. ✓ Somalia has ratified the World Bank's Multilateral Investment Guarantee Agency (MIGA) agreement. ✓ One of the key strategic interventions of this Plan is for the country to be a member of the International Centre for Settlement of Investment Disputes (ICSID) which arbitrates against investor-state disputes.
	Federal Member States	<ul style="list-style-type: none"> ✓ Federal system of government can be efficient and effective at solving problems governments face today, such as just distribution of income, efficient and effective allocation of resources in the regions, and balanced growth and development.
	International commitments	<ul style="list-style-type: none"> ✓ MoPIED has an obligation to foresee the achievement of national, regional, and global commitments such as the SDGs/ESG and Agenda 2063.
	Commercial Court	<ul style="list-style-type: none"> ✓ The Country does not have a dedicated commercial Court to arbitrate business disputes.
Environmental	Environmental conservation	<ul style="list-style-type: none"> ✓ The President has initiated "Greening of Somali dryland" initiative. ✓ Sustainable investments in line with SDG goals and environmental standards (Clean development mechanism) ✓ The green economy has been proposed as a means for catalyzing renewed national policy development. ✓ The push for a greener economy has been further entrenched in the SDGs
	Climate Change	<ul style="list-style-type: none"> ✓ Global warming and adverse climate have negatively affected Somalia's economy.
	Natural disasters	<ul style="list-style-type: none"> ✓ Somalia faces frequent droughts and famine, pestilence and flooding which disrupts government plans and programs especially through diversion of funds to address the emergencies.

2.4 Stakeholder analysis

Successful implementation of this Strategic Plan will require goodwill, support, and cooperation from all stakeholders and particularly both the National and Federal Governments, and the Regional Economic Communities (RECs) among others. It is critical that the stakeholders' expectations are clear to the Ministry while the Ministry knows what to expect from the stakeholders. Table 2.3 captures the analysis.

Table 2.3: Stakeholder analysis

Stakeholders	Stakeholders' expectation	MoPIED expectations
Office of the President	✓ Support realization of President's vision through the Ministry.	✓ Political goodwill and support.
Office of the Prime Minister	✓ Ensure continuity through reduced reshuffle of top leaders.	✓ Clear mandate. ✓ Political goodwill and support.
Other Ministries and Government Agencies	✓ Effective and efficient coordination of government plans, policies, and programs.	✓ Alignment of plans, policies, and programs to NDP9 priorities. ✓ Timely execution of plans, policies, and programs.
The Federal Parliament of Somalia (Senate & the National Assembly)	✓ Submission of draft bills, regulations, and policies for approval. ✓ Prudent and efficient utilization of public resources. ✓ Timely response to summons and questions.	✓ Approval of legislation. ✓ Approval of budgets. ✓ Oversight on the use of public funds.
Judiciary	✓ Abiding to the law to reduce litigation risks to the government.	✓ Fair, just, and timely dispensation of justice.
Federal States	✓ Create a level playing field for investment promotion and facilitation.	✓ Timely follow up and implementation of plans and support in policy, administrative, regulatory, and legal interventions.
The public	✓ Well planned programmes and projects. ✓ Public participation in planning.	✓ Active participation in development activities and policy formulation. ✓ Regular payment of taxes. ✓ Support development plans and programs.

Stakeholders	Stakeholders' expectation	MoPIED expectations
Development partners and international Organizations	<ul style="list-style-type: none"> ✓ Up to date information and data on planned programmes and achievement. ✓ Partnership and liaison. 	<ul style="list-style-type: none"> ✓ Technical Support. ✓ Capacity Building. ✓ Resource Mobilization. ✓ International linkages and reference.
Regional Economic Communities (RECs)	<ul style="list-style-type: none"> ✓ Accessibility to a wider range of products and services. ✓ Updated and accurate information for investors. 	<ul style="list-style-type: none"> ✓ Harmonize trade and investment policies. ✓ Cooperation in cross-border investments. ✓ Deeper integration.
Civil Societies and Non-Governmental Organizations (NGOs)	<ul style="list-style-type: none"> ✓ Up to date information and data on planned programmes and achievement. ✓ Partnership and liaison 	<ul style="list-style-type: none"> ✓ Technical Support ✓ Capacity Building ✓ Resource Mobilization ✓ International linkages and reference
Media	<ul style="list-style-type: none"> ✓ Periodic sharing of information. ✓ Timely communication on new developments/ happenings in the Ministry. 	<ul style="list-style-type: none"> ✓ Positive/accurate reporting of information. ✓ Publicity on the Ministry's matters.
Private sector and Business Member Organizations (BMOs).	<ul style="list-style-type: none"> ✓ Timely delivery of services. ✓ Return on Investment. 	<ul style="list-style-type: none"> ✓ Higher investment levels. ✓ Job creation. ✓ Higher Foreign exchange inflows. ✓ Transfer of technology & skills.
Parliament	<ul style="list-style-type: none"> ✓ Sound economic plans ✓ Increased economic growth 	<ul style="list-style-type: none"> ✓ Timely enactment of laws and legislations that promote business. ✓ Amendment of offending laws.
Foreign Embassies and Missions In Somalia	<ul style="list-style-type: none"> ✓ Well-conceived, thought out and actionable economic development plans. ✓ Up to date data and information on key programmes and projects. 	<ul style="list-style-type: none"> ✓ Promoting Somalia's interests abroad. ✓ Sourcing investors from host countries. ✓ Information sharing. ✓ Disseminating information to their nationals. ✓ Linkage with private sector organizations & potential investors.

2.5. Key emerging issues

From the output of the 2020 performance review, and the SWOT, PESTEL and stakeholder analyses conducted as part of this strategic planning exercise, a number of key issues may be identified. These issues, which drive the formulation of strategic priorities presented in the following section, are summarized as follows:

- i. **Heavy indebtedness:** Being a Highly Indebted Poor Country (HIPC), Somalia is heavily burdened by debt. This high indebtedness in Somalia inhibits her from accomplishing many of her planned activities. However, it is estimated by the IMF that the debt reduced from \$5.2 billion in 2018 to \$ 557 million in 2023 which accounts for 10% of GDP thanks to the HIPC program. Additionally, it is projected that there will be further debt relief under the HIPC program.³
- ii. **Negative impact of climate change:** The vagaries of climate change and environmental degradation have taken their toll on Somalia. This has been characterized by floods that have displaced people. Drought and famine, desertification, and drying of rivers. All these adverse effects have necessitated the need for food aid and other humanitarian assistance among other impacts.
- iii. **Financial resource constraints:** This has mainly been occasioned by prolonged armed conflict, weak tax revenue collection systems and structures, and the informal nature of the economy. Further, whereas the country has huge mineral resources and agricultural potential, these have not been exploited.
- iv. **Weak and poorly organized private sector:** There are a few weak private sector players who lack robust representation in government but also among themselves. Additionally, they lack umbrella bodies to champion their cause and offer alternative policy suggestions to the government. This is exacerbated by a weak policy, regulatory and legislative environment.
- v. **Human capital gaps:** There is a dearth of human capital resource in Somalia in which not only low but lack requisite experience and skills in public service delivery. The same applies to human resource management traditions which are bereft of necessary experience. Some of the human resource challenges that should be overcome over the plan period include: Most of the staff have undergraduate studies and hence the need for training opportunities; Regular training needs assessments



Somalia's debt in 2023. It is estimated by the IMF that the debt reduced from \$5.2 billion in 2018 which accounts for 10% of GDP thanks to the HIPC program.

³ <https://www.imf.org/en/Publications/CR/Issues/2023/07/28/Somalia-Poverty-Reduction-Strategy-Paper-Joint-Staff-Advisory-Note-537311>.

are required; not all staff have job descriptions (JDs); the Ministry lacks mechanisms for attraction and retention of staff and current structure has no room for career progression, not scheme of service that is available, no pension and insurance plans for staff.

- vi. **Weak policy, regulation, and legislative environment:** Somalia, has generally weak management, administrative and policy frameworks. There is numerous policy, regulatory and legislative gaps in which these documents are either non-existent or inadequately adhered to. For example, the country lacks a clear policy on human resource management, particularly scheme of service, retirement plans. This is compounded with lack of regulatory and legislative frameworks on a cross-section of important areas of governance. Furthermore, the government lacks important authorities and independent commissions which are important for checks and balances for good governance.
- vii. **Inadequate monitoring and evaluation capacity:** While the Ministry has a fully-fledged Department for M&E, which is also responsible for M&E in the entire country, and has developed M&E Policy and frameworks, it is hugely understaffed and lacks sufficient skills and resources. The M&E Department is currently developing a digital National Integrated Monitoring and Evaluation System (NIMES) to ensure efficiency in monitoring and evaluation processes in the country.
- viii. **Inadequate institutional and organizational capacity:** The Ministry does not have adequate policies, procedures and manuals that regulate the way business is done by the organization. Furthermore, there are inadequate infrastructural deficits such as office space, and lack of tools of trade such as vehicles, computers, projectors, and laptops.
- ix. **Inadequate knowledge management and reporting systems:** The ministry lacks a library, repository systems and clear reporting procedures to streamline operations.
- x. **Presence of many forced displaced persons:** Somalia has an estimated 3.8 million internally displaced persons who could be placed into three categories: Those displaced by floods and other natural calamities; conflict; refugees and returnees. These IDPs and returnees need to be permanently and sustainably settled and the root causes addressed. Currently, this problem is being addressed through the Durable Solution Program led by the Durable Solutions Unit that has now been expanded to new Poverty Reduction and Durable Solutions Department.

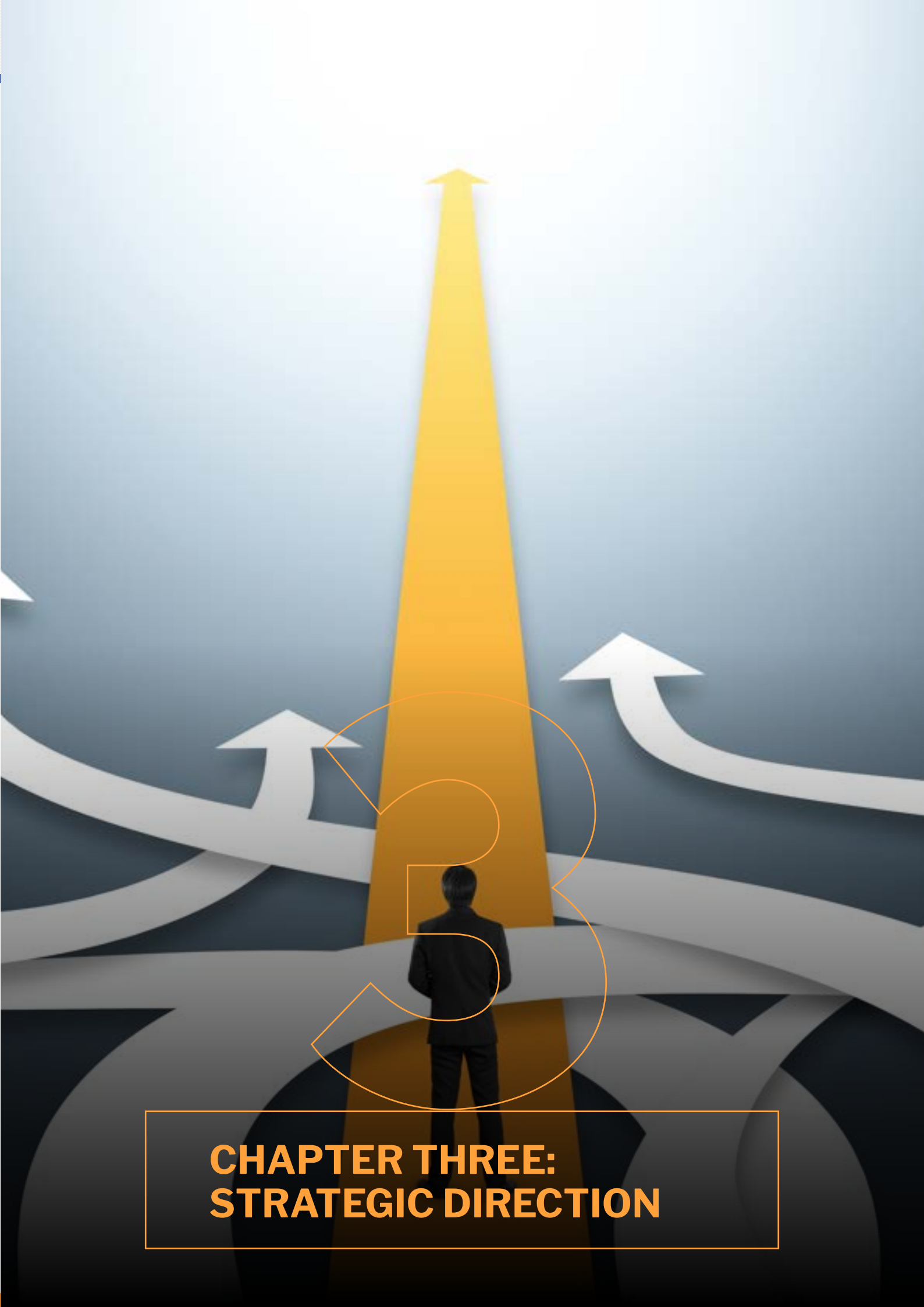


The Ministry does not have adequate policies, procedures and manuals that regulate the way business is done by the organization.

- xi. **Numerous cross-cutting issues that are not well mainstreamed:** There are several cross-cutting issues or themes which must be mainstreamed through incorporation into all ongoing programs and projects. The most significant cross-cutting issues are gender, climate change and human rights. Also important are the semi-autonomous government agencies (SAGAs) and development projects involving many Ministries but coordinated by MoPIED.
- xii. **Lack of an enabling framework for the Diaspora:** Although Somalia Diaspora is renowned for its high remittances, there are no supportive legal and institutional frameworks for upscaling Diaspora involvement in development programs.
- xiii. **Lack of costed development plans:** The Ministry has Development plans that are not supported by budgets implying the plans can only exist on paper and cannot be implemented.

Somalia has an estimated 3.8 million internally displaced persons who could be placed into three categories: Those displaced by floods and other natural calamities; conflict; refugees and returnees.





CHAPTER THREE: STRATEGIC DIRECTION

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3.0. Introduction

This Chapter provides the strategic direction to be adopted during the plan period. The Strategic Plan articulates the key result areas (KRAs) or broad objectives, the specific strategies, and broad activities to be undertaken in actualizing the strategy. More fundamentally, the Ministry will be driven by a set of clearly defined vision, mission, and goals as well as unequivocally stipulated values to be espoused by all the stakeholders. These have been elaborated in detail in this chapter.



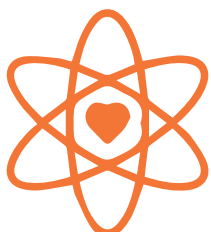
3.1. Vision

“Realizing sustainable national socio-economic planning and development”.



3.2. Mission

“To lead and facilitate Somalia’s socio-economic development through a multifaceted approach that integrates planning, coordination, investments, and strategic partnerships”.



3.3. Core values

The Ministry shall be guided and espouse the following core values:

- i. **Public Good:** The Ministry endeavors to provide service to the public, the Somalia government, and other stakeholders that is consistent with its mandate. It expects to be held accountable to the public it serves.
- ii. **Excellence:** The Ministry commits to continually improving and striving for the highest standards of performance.
- iii. **Integrity and ethical standards:** The Ministry seeks to adhere to the highest standards of honesty, fairness, and discretion in its dealings with the public, its employees, and other stakeholders.
- iv. **Accountability:** Everyone in the Ministry will take ownership of their actions and responsibilities.
- v. **Inclusive Growth:** Strive to provide exceptional stakeholder engagements, participation, consultations in a leave-no-one behind approach.

- vi. **Critical analysis and Policy Delivery:** Ministry leadership, management and staff commit of critical analysis and policy delivery towards Somalia's socio-economic transformation.

3.4. Key result areas (KRAs), strategic objectives and strategies

After a comprehensive analysis of the Ministry's Mandate, Vision, Mission, the situational analysis, and the country's development agenda, KRAs can be identified as follows:



Development planning and intergovernmental coordination.



Cross-cutting issues.



Sustainable socio-economic development.



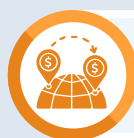
Monitoring, evaluation, tracking and reporting on the implementation of government policies, plans, programs, projects, and strategies.



Resource mobilization.



Improved institutional and organizational capacity.



Enhanced investments (domestic and foreign-FDI).



Poverty reduction and durable solution for vulnerable and displacement affected communities.

Table 3.1 gives a summary of KRA, strategic objectives and strategies.

Table 3.1: A summary of KRA, strategic objectives and strategies

Key result area (KRA)	Strategic objectives	Strategies
1. Development planning and intergovernmental coordination	Strengthen national development planning at the Federal State (FG) and Federal Member State (FMS) levels.	<ul style="list-style-type: none"> ✓ Develop practical, issue-based development plans to address identified challenges. ✓ Develop FGS/FMS annual workplans. ✓ Ensure government manifesto, projects and programs are aligned with the national development plans. ✓ Ensure that development plan programs are costed. ✓ Update the implementation of the Drought Impact & Needs Assessment (DINA)/FINA and Recovery and Resilience Framework (RRF). ✓ Coordinated implementation of the Drought Impact & Needs Assessment (DINA)/FINA and Recovery and Resilience Framework (RRF). ✓ Coordinate Food Security Crisis Preparedness Plan Implementation. ✓ Lead the Recovery and Resilience Secretariat both at FGS and FMSs levels. ✓ Co-lead Triple-nexus initiative (Humanitarian, Peace, and Development). ✓ Lead post-HIPC recover strategy. ✓ Facilitate and coordinate the planning and implementation of policies and programs across various government departments and agencies. ✓ Ensure resources are directed towards sectors and programs that are aligned with the country's development priorities. ✓ Capacity building and awareness creation on Lead National Development Plans.

Key result area (KRA)	Strategic objectives	Strategies
	Strengthen the Aid Coordination Office (ACO)	<ul style="list-style-type: none"> ✓ Align aid flow with the national development priorities. ✓ Increase accountability and transparency of aid use in the country. ✓ Develop Aid policy to efficiently coordinate and allocate foreign assistance to address the nation's pressing humanitarian, development, and security needs.
2. Sustainable socio-economic development	Strengthening the capacity of policymakers in evidence-based decision making	<ul style="list-style-type: none"> ✓ Enhance fact or data-driven policy decision making. ✓ Provide analysis, policy advice, and consultation to government agencies, the private sector, and other stakeholders in the economy. ✓ Provision of capacity building initiatives that support in increasing the capacities of economic pillar-based institutions at FGS and FMS.
	Establishment and coordination of national economic working groups at FGS and FMS level	<ul style="list-style-type: none"> ✓ Strengthen national ownership, collaborations, information sharing and harmonization of economic programs to achieve the national development priorities. ✓ Promote effective intergovernmental coordination in prioritizing and implementing government programs.
	Supporting and strengthening of international economic cooperation including coordination with regional, national, and international development partners.	<ul style="list-style-type: none"> ✓ Promote strategic partnerships.

Key result area (KRA)	Strategic objectives	Strategies
3. Enhanced investments (domestic and foreign-FDI)	Promote, attract, and facilitate investments	<ul style="list-style-type: none"> ✓ Increase the number of companies in Somalia. ✓ Support and visit existing investments in Somalia. ✓ Upscaling FDI priority sectoral and sub-sectoral studies ✓ Increase investments by creating a conducive business climate. ✓ Promote brand Somalia positively
4. Monitoring, evaluation, tracking and reporting on the implementation of government policies, plans, programs, projects, and strategies	Strengthen M&E systems across FGS and FMS	<ul style="list-style-type: none"> ✓ Institutionalize and cascade NDP9 M&E framework at both levels of government. ✓ Create an effective M&E framework for NDP10. ✓ Implementation of the NDP10 M&E framework ✓ Strengthened M&E systems and advocacy. ✓ Operationalize national M&E technical working group. ✓ Conceptualize and design of M&E capacity development program. ✓ Strengthen M&E systems and advocacy. ✓ Capacity building and training of staff in M&E ✓ Acquisition of appropriate software to support the M&E system. ✓ Conduct periodic impact assessment surveys and evaluations. ✓ Develop standardized data collection tools and methodologies that are consistent across both levels of government. ✓ Establish a baseline by collecting relevant data before project implementation to measure changes accurately.

Key result area (KRA)	Strategic objectives	Strategies
	Reporting and knowledge management	<ul style="list-style-type: none"> ✓ Establish reporting and knowledge management systems. ✓ Strengthen knowledge management infrastructure.
	Rationalize research, data collection process and tools	<ul style="list-style-type: none"> ✓ Develop data quality assessment tools. ✓ Harmonize M&E tools. ✓ Develop procedures and guidelines for data collection and reporting. ✓ Institute result-based financing. ✓ Strengthen M&E research
5. Improved institutional and organizational capacity	Strengthen the capabilities of staff to improve productivity	<ul style="list-style-type: none"> ✓ Provide short-term and long-term capacity building and training for staff. ✓ Create a structured succession management system.
	Increase staff retention and terms of service	<ul style="list-style-type: none"> ✓ Have clear policies on staff acquisition and compensation. ✓ Provide appropriate tools of trade. ✓ Improve general infrastructure. ✓ Enhance office and staff security.
	Put in place policies, systems, procedures for institutional strengthening	<ul style="list-style-type: none"> ✓ Develop policies, procedures and regulations on finance, Asset management, ICT, procurement, and programming. ✓ Ensure adherence to policies, procedures, and regulations.
	Strengthen the communication function of the Ministry	<ul style="list-style-type: none"> ✓ Establish the Communication Unit. ✓ Improve internal and external communication. ✓ Improve media engagement and management. ✓ Leverage potential of the social media and the internet.

Key result area (KRA)	Strategic objectives	Strategies
	Establish a Planning Institute	<ul style="list-style-type: none"> ✓ Establishing the Planning Institute. ✓ Strengthen the capacity of the Planning Institute.
6. Cross-cutting issues	Mainstream environmental, climate change and gender issues across the Ministry	<ul style="list-style-type: none"> ✓ Develop KPIs related to environmental, climate change and gender issues. ✓ Provide training and capacity-building programs for staff to enhance their understanding of environmental, climate change and gender issues.
7. Resource mobilization	Mobilize resources to finance the strategic plan	<ul style="list-style-type: none"> ✓ Develop and implement a resource mobilization strategy.
8. Poverty reduction and durable solution for vulnerable and displacement affected communities.	Promote poverty reduction initiatives for displacement-affected and vulnerable communities	<ul style="list-style-type: none"> ✓ Formulate a National Poverty Reduction Strategy. ✓ Implementing the poverty reduction strategy. ✓ Create a National Technical Working Group on Poverty Reduction.
	Provide durable solutions to displacement affected communities (DACs).	<ul style="list-style-type: none"> ✓ Complete implementation of the National Durable Solutions Strategy (2021-2025) and commence drafting a new one. ✓ Development of a government-led durable solutions project to provide sustainable solutions and poverty reduction. ✓ Strengthen coordination and oversight on durable solutions and poverty reduction programs and projects. ✓ Implementation of the NDSS M&E framework.
	Enhance the resilience of displacement affected communities (DAC)	<ul style="list-style-type: none"> ✓ Developing DAC-driven community initiatives.



CHAPTER FOUR: IMPLEMENTATION STRATEGY



This organizational structure provides the institutional and functional frameworks for implementing the strategic plan.

4.0. Introduction

This organizational structure provides the institutional and functional frameworks for implementing the strategic plan. The structural organization seeks to deliver value to the stakeholders in an efficient and cost-effective manner. The structure portrays a direct relationship between the strategic plan and the management or implementation structure.

4.1. Description of the current organizational structure

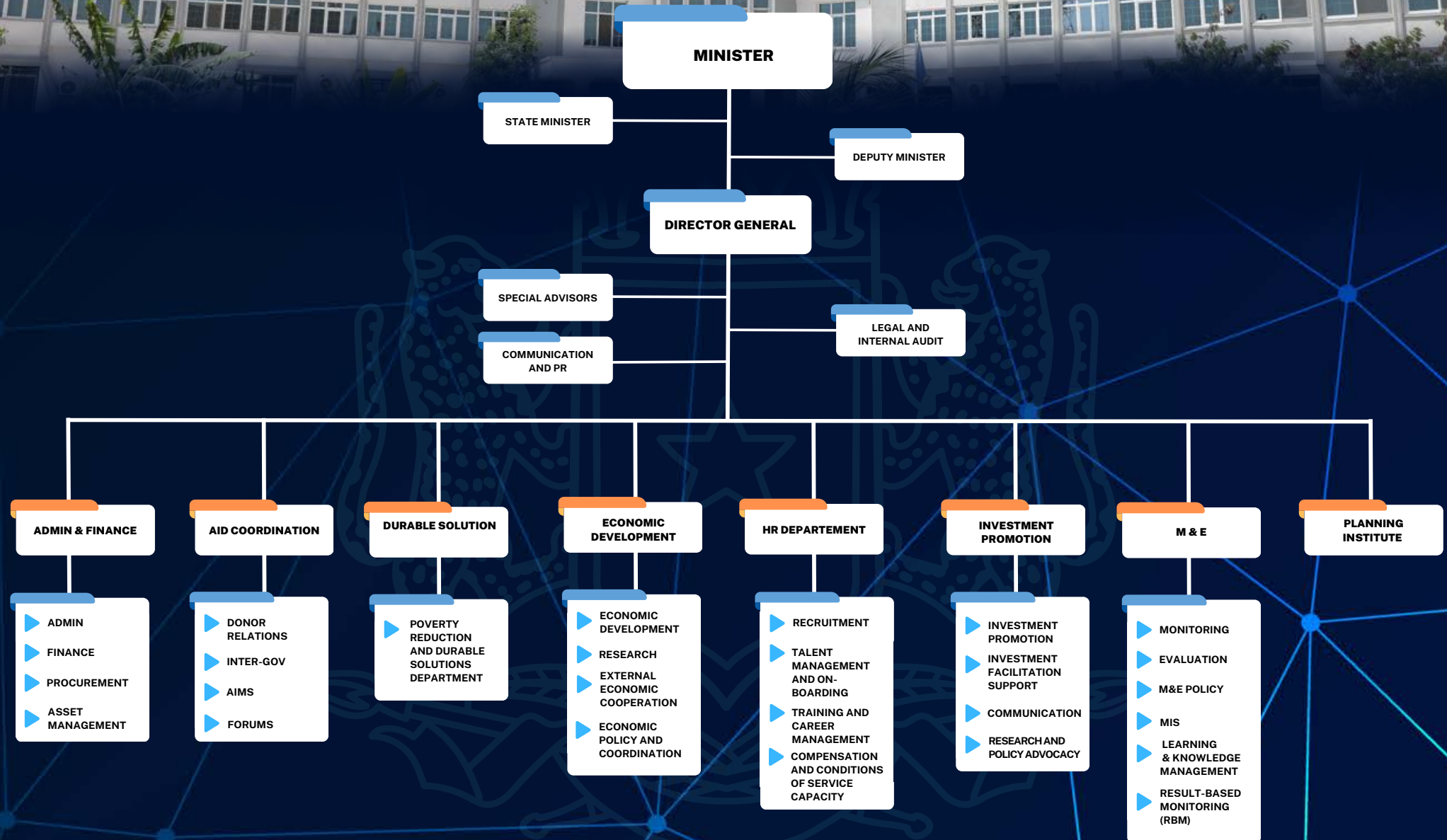
Figure 4.1. gives a description of the proposed structure of the Ministry and can be broadly categorized into policy and technical levels. The policy level is headed by a Minister assisted by a state minister and a Deputy Minister. At the technical level, the Director General (DG) is the senior-most official supported by Directors, namely: Planning, Economic Development, Monitoring and Evaluation, Administration and Finance, Investment Promotion, Human Resources, Aid Coordination Office (ACO), Poverty Reduction and Durable Solutions. The Ministry is in the process of creating Communication Unit and the Planning Institute as a Semi-Autonomous Organization.



The Ministry is in the process of creating Communication & Public Engagement Department and the Planning Institute as a Semi-Autonomous Organization.

MINISTRY OF PLANNING, INVESTMENT AND ECONOMIC DEVELOPMENT

ORGANIZATIONAL CHART



a) Department of Planning

Planning is one of those core departments in the Ministry of planning, investment, and economic development. It works closely with national and sub-national level institutions and international partners and coordinates national development programs. The Department is comprised of the following units:



Recovery and
Resilience Unit



Policy
Planning Unit



NDP
Secretariat Unit



Coordination
Unit

The main mandate of the department includes:

- i. Policy development and implementation regarding the planning and economic development of the country.
- ii. Proposing all relevant policies and regulations with respect to the Ministry mandate.
- iii. Strengthening the coordination with the International Donors and International Organizations.
- iv. Coordination and Standardization of all development programs and projects in the country.
- v. Implementing and coordinating National development plans.
- vi. Prepare Ministry's Strategic Plan after every five years.
- vii. Establish project feasibility team

b) Department of Economic Development

The economic development department provides macroeconomic advice, economic direction, and guidance on the social and economic development of the country while working closely with Government institutions and line Ministries, federal member states and international partners. Particular attention is given to the government economic and social development policies. The main mandate of the department includes:

- i. Develop a national economic development framework.
- ii. Contribute efforts to ensure integrated economic policies and plans between the federal and federal member states aligned with National Development Plan.

- iii. Engage and maintain active collaboration and coordination economic pillar-based institutions.
- iv. Develop micro and macroeconomic policies and strategies targeted at accelerating the development of economic sectors.
- v. Assess the economy and identify existing main sectors for both formal and informal economy.
- vi. Encourage innovation and entrepreneurship in key growth sectors.
- vii. Conduct research and studies to inform and strengthen the capacity of policymakers to better formulate sectoral economic development policies which are in line with the NDP.
- viii. Gather data from the Bureau of National Statistics to support identifying drivers and conducting trend analysis Socia-Economic Indicators such of GDP, consumer price index (CPI), employment, and revenue generated from the export producing Somalia Economic Outlook (SEO)



The economic development department provides macroeconomic advice, economic direction, and guidance on the social and economic development of the country while working closely with Government institutions and line Ministries, federal member states and international partners.



c) Department of Monitoring and Evaluation

The role of the department in carrying out the ministry's mandate and mission includes:

- i. Development and implementation of the National Monitoring and Evaluation Framework and the National M&E Policy.
- ii. Provide guidance and supervision of all M&E related work.
- iii. Coordinate all M&E activities in the country.
- iv. Leading on joint implementation agenda for closer monitoring of alignment of international projects and programmes with NDP9 priorities.
- v. Monitor and Evaluation the implementation of projects and programs in the country.
- vi. Monitoring and evaluating the progress towards the NDP9 implementation across all sectors.
- vii. Conducting performance reviews for the MDAs (Ministries, Departments and Agencies).
- viii. Produce value money assessment and reviews the program and project expenditure against budgets to gauge cost effectiveness.
- ix. Conducts research and analysis to inform policy development and produce policy briefings using futuristic implementation purposes.
- x. Development of the performance and result-based financing strategy with the specific intention of the holding implementing actors accountable of their promises and reaching their targets.
- xi. Development of the localized sustainable development target reports.
- xii. Spearhead capacity development initiatives for both national and state level M&E departments, staff to improve the knowledge and skills for conducting the core functions.
- xiii. Produce NDP annual progress report to measure the progress per pillar and cross cutting imperatives.

d) Department of Investment Promotion

The Department of Investment Promotion, also known as the Somalia Investment Promotion Office (SOMINVEST) is mandated to:

- i. Promotion of Foreign Direct Investment inflow to Somalia.
- ii. Facilitate in-ward investments to Somalia.
- iii. Support existing foreign investments in Somalia.
- iv. Building impactful strategies to retain existing investors.
- v. Development and maintenance of accurate and quality investment related data that can aid investors in making smart choices to invest in Somalia.
- vi. Provision of investment advisory services.
- vii. Establishment of investor outreach platforms and missions to facilitate investor entry.
- viii. Promotion and creation of investment promotion zones.
- ix. Facilitation of joint ventures.
- x. Promotion of innovation-driven investment, including investment in knowledge economy sectors.
- xi. Facilitate blended financing for investment projects.
- xii. Execution of a robust communication strategy to position Somalia as a favorable investment destination.
- xiii. Provision of aftercare support and dispute avoidance/resolution mechanism to improve investor experience.
- xiv. Offering policy advocacy and support across the investment cycle.
- xv. Serving as a “one-stop shop” for investors seeking to invest in Somalia
- xvi. Active development of relationships with federal member state investment coordinators to expand SOMINVEST’s reach of influence with key decision makers at FMS level
- xvii. Development and maintenance of “Best Foreign Investor” annual award program.



The Department of Administration and Finance oversees the daily operations of the Ministry of Planning with finances, procurement, administration, and logistics forming some of its jurisdiction.

e) Department of Administration and Finance

This department oversees the daily operations of the Ministry of Planning with finances, procurement, administration, and logistics forming some of its jurisdiction. It is led by the Director of Administration and Finance supported

by three-unit heads in charge of Finance, Procurement and Administration. The main mandate of the Department includes:

- i. Ensuring the adequate provision of administrative and financial support to all Departments of the Ministry.
- ii. Organizing the enforcement of financial procurement and records management policies, procedures, and systems.
- iii. Managing the preparation and monitoring of the Ministry's annual financial and procurement plan budgets.
- iv. Supervising the installation and use of financial management and internal control systems to minimize risk and fraud.
- v. Overseeing the procurement and contract management functions of the Ministry.
- vi. Assessing the financial impact of the Ministry's work plans and budgets.
- vii. Supervising annual financial audits and providing appropriate management responses to audit queries.
- viii. Ensuring the effectiveness and functionality of the records management system, including confidential and personal records.
- ix. Managing the general welfare and discipline of the Ministry staff in accordance with the civil service rules, regulations, and security policies.
- x. Coordinating the recording of minutes during staff and management meetings.
- xi. Efficiently managing logistics and other physical assets of the Ministry.
- xii. Developing and maintaining corporate estate plans and ensuring cleanliness, sanitation, and hygiene control in Ministry premises.
- xiii. Coordinating the development and implementation of staff training plans for each department.
- xiv. Preparing and implementing annual work plans and budgets.
- xv. Coordinating the creation of the Department's risk management framework, risk profiling, reporting, and monitoring.



The mandate of the Human Resources (HR) Department encompasses various responsibilities related to managing and developing the ministry workforce.

f) Department of Human Resource

The Department of Human Resources develops and implements career paths and reward systems for ministry employees that keep them motivated and interested in their work. It is entrusted to foster a better, healthy, and skilled workforce through a transparent recruitment process and employee development schemes. The mandate of the Human Resources (HR) Department encompasses various responsibilities related to managing and developing the ministry workforce. The primary mandates of the HR department typically include:



The mandate of the Human Resources (HR) Department encompasses various responsibilities related to managing and developing the ministry workforce.

- i. **Recruitment and Selection:** Sourcing and selecting the right qualified candidates for job openings within the Ministry. This involves creating job descriptions, advertising vacancies, conducting interviews, and making hiring decisions.
- ii. **Employee Onboarding and Offboarding:** Facilitating the smooth transition of new employees into the ministry by providing orientation, completing necessary paperwork, and ensuring they have the necessary resources to perform their job effectively. Additionally, the HR department handles the offboarding process when employees leave the organization, including exit interviews and necessary paperwork.
- iii. **Training and Development:** Facilitating the learning and development of employees by identifying training needs, designing training programs, and organizing workshops or seminars. HR also supports career development initiatives and may provide opportunities for employees to enhance their skills and knowledge.
- iv. **Performance Management:** Overseeing performance appraisal processes, ensuring employees receive regular feedback on their work performance. HR may develop performance evaluation systems, set performance goals, and provide guidance on performance improvement.
- v. **Policy Development and Compliance:** Developing and implementing policies and procedures that align with legal requirements and best practices. HR ensures compliance with labor laws, employment regulations, and internal policies.
- vi. **HR Information Systems:** Managing and maintaining HR information systems and databases to store and retrieve employee data, such as personal information, employment history, performance records, and training records.

- vii. To oversee and guide the management of employee discipline.
- viii. Legal Compliance: Ensuring the Ministry complies with labor laws, employment standards, and regulations pertaining to employee rights, diversity, inclusion, and workplace safety.
- ix. To undertake employee guidance and counselling in human resources related issues such as career and work-related matters.

In delivering the above mandate and key functions, the HR department seeks to reposition itself as a partner to other departments in strategy execution to be an agent of continuous change and development.

g) Department of Poverty Reduction and Durable Solutions

The Department of Poverty Reduction and Durable Solutions (Formerly Durable Solutions Unit) primarily coordinates and monitors the implementation of the National Durable Solutions Strategy at the national and sub-national level working with government institution and development partners. The department's overall objective, therefore, is to implement comprehensive and sustainable social development solutions that alleviate poverty, build resilience, and find durable solutions for displacement-affected communities (DACs) and vulnerable populations, enabling them to combat rising poverty levels in the attainment of the NDP-9 and the Sustainable Development Goals (SDGs).

The main mandate of the department includes:

- i. Strengthening government leadership in addressing protracted displacements.
- ii. Facilitating durable solutions through planning, coordinating across sectors, delivering, and monitoring and oversight on durable solutions interventions implemented in the country.
- iii. Creating a platform for enhanced coordination and cooperation between key line ministries involved in durable solutions initiatives in each state and the FGS, as well as between the government and implementing partners.
- iv. Ensuring the successful implementation of the National Durable Solutions Strategy.
- v. Coordinating the Durable Solutions Technical Working Groups

- vi. Lead fundraising and resource mobilization efforts for durable solutions and poverty reduction programs in Somalia.
- vii. Conducting monitoring and oversight of durable solutions and poverty reduction programs in Somalia.
- viii. Developing, coordinating, and implementing comprehensive poverty reduction programs that target Displacement-Affected Communities (DACs) and vulnerable host communities.
- ix. Providing access to income-generation activities, vocational training, and microfinance opportunities to empower individuals to escape the cycle of poverty.
- x. Establishing partnerships with local businesses, NGOs, and development agencies to create employment opportunities for DACs.
- xi. Contribute to building the resilience of displacement-affected communities (DACs) and vulnerable populations against future shocks and creating a more stable and adaptable environment, thereby reducing displacement-related vulnerabilities, and enhancing the overall well-being of these communities.
- xii. Implementing programs in line with the National Durable Solutions Strategy that promote long-term preventative measures to displacement.
- xiii. Working closely with local authorities, federal government, and development partners to develop context-specific resilience strategies for DACs and vulnerable host communities.
- xiv. Incorporating gender-sensitive and participatory approaches to ensure the inclusion and engagement of all community members in program design.

h) Aid Coordination Office (ACO)

The ACO main goal is to enhance ownership, transparency, and effectiveness of Official Development Assistance (ODA) to benefit both the Somali Public as well as the taxpayers of the donors and in doing so significantly contribute to an enabling environment for the implementation of the iPRSP-compliant NDP-9 in congruence with the principles of Paris, Busan, and Accra Declaration on Aid Effectiveness. The specific objectives of ACO include:

- i. To provide a mechanism for a more coordinated response by the Government of Somalia and its (upstream) development partners to the country's evolving development needs based on the Aid Architecture document released by the Somali Government on May 25, 2020.
- ii. To enhance the efficiency and effectiveness of interaction between the Government of Somalia and its (upstream) development partners through the promotion of transparency and proactive information sharing.
- iii. To serve as the first point of contact for the development partners regarding NDP-9/IPRSP alignment.
- iv. To ensure national ownership, harmonization, and managing progress in congruence with the principles of aid effectiveness related to development programs/projects.
- v. To institutionalize and support an effective implementation of NDP-9 across the government ministries.
- vi. Aid policy to efficiently coordinate and allocate foreign assistance to address the nation's pressing humanitarian, development, and security needs.



The Communication Unit to be under the Office of the DG will play a crucial role in ensuring effective communication, transparency, and engagement with the public, stakeholders, and various partners.

4.2 Creation of new Departments and a SAGA

a) Communication Unit

The Communication Unit to be under the Office of the DG will play a crucial role in ensuring effective communication, transparency, and engagement with the public, stakeholders, and various partners. Proposed functions for the Unit include the following:

- i. Develop and implement public awareness campaigns to educate citizens about the importance of planning, the impact of various policies, and how they can participate in the planning process.
- ii. Build and maintain relationships with the media to ensure accurate coverage of the ministry's activities.
- iii. Provide journalists with accurate information, arrange press briefings, and respond to media inquiries.
- iv. Develop a range of communication materials such as infographics, videos, brochures, and reports to simplify complex planning concepts and make them accessible to the public.

- v. Establish mechanisms for collecting feedback from the public, stakeholders, and experts such as online surveys, comment boxes, and dedicated email addresses.
- vi. Collaborate with FMS to enhance their communication efforts regarding local planning projects and policies by availing resources for effective local engagement.
- vii. Prepare strategies and protocols for addressing crises or controversies related to planning issues to mitigate any misunderstandings and negative perceptions.
- viii. Regularly assess the effectiveness of communication and engagement efforts through feedback analysis, participation rates, and public sentiment analysis.
- ix. Ensure that communication materials and engagement efforts are accessible to all individuals, including those with disabilities, and that efforts are made to engage marginalized or underrepresented communities.
- x. Support in managing and updating the Ministry's official website and social media platforms to provide easily accessible information, updates, and resources related to planning initiatives and policies.

b) Re-operationalizing SIPSED (Planning Institute) as SAGA

The Somali Institute for Planning, Statistics, and Economic Development (SIPSED) is committed to supporting the development and effectiveness of government institutions through capacity building and research initiatives. This is through allocation of resources for capacity building and research activities in government institutions, aiming to enhance their capabilities, improve decision-making processes, and foster sustainable development. This aligns with SIPSED's mission to promote evidence-based planning and strengthen the capacity of public institutions. The following are the proposed functions of the Planning Institute:

- i. Training and capacity building:** Conduct targeted training programs, workshops, and seminars to address capacity gaps and enhance the skills and knowledge of government officials. These programs aim to enhance the knowledge, skills, and competencies of government officials and staff to improve their performance and effectiveness in delivering public services.

- ii. **Research and knowledge production:** Promote a research culture within government institutions, encouraging evidence-based approaches, data-driven decision-making, and innovation. Conducting research and feasibility studies that improve policymaking and planning for national development.
- iii. **Technical Assistance and Mentoring:** Provide technical assistance and mentoring support to government institutions, including advisory services, guidance on policy formulation, and assistance in implementing best practices and improving efficiency.
- iv. **Institutional Assessments and Reviews:** Conduct periodic assessments and reviews of government institutions to identify skill gaps and provide tailored recommendations for enhancing institutional processes and performance.
- v. **Knowledge Sharing and Dissemination:** Establish platforms and mechanisms for sharing knowledge, research findings, and best practices among government institutions, facilitating collaboration and learning.
- vi. **Library:** The institute will act as the central repository for data and documentation for the Ministry.

4.3. Staff establishment

The Ministry has 353 staff who can be categorized into three:

- Permanent/civil servants
- Temporary
- Advisors and consultants who are paid by the Development Partners.

Those with diploma, degree, post-graduate studies and technical education comprise about 5%, 70%, 15% and 10% of total staff establishment, respectively. Some of the human resource challenges that should be overcome over the plan period include:

- ✓ Most of the staff have undergraduate studies and hence the need for training opportunities.
- ✓ Regular training needs assessments are required.
- ✓ Not all staff have job descriptions (JDs).
- ✓ The Ministry lacks mechanisms for attraction and retention of staff.
- ✓ The current structure has no room for career progression, no scheme of service that is available, no pension and insurance plans for staff.



353

The number
of staff at the
Ministry.

4.4. Risk analysis

Risk analysis during strategic planning is an essential process that involves identifying, assessing, and mitigating potential uncertainties that could impact the successful execution of an organization’s strategic objectives. Effective strategic planning is not solely about setting ambitious goals; it is also about understanding the terrain upon which those goals will be pursued.

Table 4.1 identifies risks that might impact realization of the strategic objectives and proposes mitigation measures.

Table 4.1: Potential risks and mitigation measures

Name of risk	Category	Mitigation measures
High staff turnover	H	<div><div>✓</div>Hiring process improvement.</div> <div><div>✓</div>Improving work environment.</div> <div><div>✓</div>Offer competitive compensation and benefits.</div> <div><div>✓</div>Provide professional development opportunities for skill development, training, and career advancement.</div> <div><div>✓</div>Create clear pathways for growth within the organization.</div> <div><div>✓</div>Foster a positive and inclusive workplace culture that values diversity, collaboration, and open communication.</div> <div><div>✓</div>Recognize and reward employees for their achievements and contributions.</div> <div><div>✓</div>Implement employee engagement initiatives such as team-building activities, workshops, and events.</div>

Name of risk	Category	Mitigation measures
Inadequate financial resources	H	<ul style="list-style-type: none"> ✓ Develop a detailed budget that outlines all expenses and revenue sources for presentation to the Cabinet and Parliament. ✓ Prioritization of expenditures. ✓ Identify areas where costs can be reduced without compromising quality or safety. ✓ Focus on improving operational efficiency to make the most of existing resources. ✓ Apply for grants and donations that align with the Ministry's mission and activities.
Inadequate infrastructure	H	<ul style="list-style-type: none"> ✓ Internal reorganization to optimize the available space. ✓ Embrace technology solutions that can optimize and extend the functionality of existing infrastructure. ✓ Develop a long-term infrastructure roadmap that considers future growth and expansion.
Corruption	H	<ul style="list-style-type: none"> ✓ Develop and communicate clear codes of conduct and ethics policies. ✓ Strengthen internal controls to prevent and detect fraudulent activities. ✓ Establish transparent and competitive procurement processes that prevent favoritism and bribery.
Poor coordination within FG and between FMS	M	<ul style="list-style-type: none"> ✓ Strengthen coordination structures. ✓ Regular consultations and meetings.

Name of risk	Category	Mitigation measures
Insecurity	H	<ul style="list-style-type: none"> ✓ Access control systems like keycards, biometric scanners, or keypad entry to restrict unauthorized access to the office premises. ✓ Use visitor management systems to keep track of visitors and ensure they are authorized. ✓ Always have a visible security presence to deter potential threats. ✓ Install intruder alarms that trigger alerts in case of unauthorized access or security breaches. ✓ Educate staff about security protocols, including how to identify and report suspicious activities. ✓ Reinforce the perimeter wall with sandbags. ✓ Develop and communicate emergency response plans for various scenarios, such as fire, natural disasters, or security breaches. ✓ Establish clear security policies and guidelines that all employees must follow.
Tied aid or conditionalities by development partners	H	<ul style="list-style-type: none"> ✓ Establish a mutual accountability framework where both donors and the Ministry are responsible for achieving agreed-upon goals. ✓ Involve civil society, private sector and other relevant local stakeholders in the design and implementation of aid programs and conditionalities. ✓ Seek funding from multiple sources to reduce dependency on any single donor and minimize the influence of specific conditionalities. ✓ Capacity building of staff involved in negotiating aid from Development Partners.



CHAPTER FIVE: MONITORING, EVALUATION, REPORTING AND LEARNING

CHAPTER FIVE: MONITORING, EVALUATION, REPORTING AND LEARNING

5.0. Introduction

The Ministry will make monitoring and evaluation an integral part of the entire process of the implementation of the strategic plan. This will be done with an aim of measuring and assessing performance to draw lessons from the implementation experience. The findings of the monitoring and evaluation exercises will inform the decision-making processes. The system will largely use the strategic objectives and indicators that have been incorporated in the strategic plan detailed in the implementation matrix.



The findings of the monitoring and evaluation exercises will inform the decision-making processes.

5.1. Monitoring process

The monitoring process will be done internally jointly by the M&E Department and other Ministry staff and will entail the tracking of the progress of the day-to-day activities against the strategic objectives, strategies, and objectives. The areas to monitor will include but not limited to: Performance, utilization of resources, context, and institutional capacity. It will involve regular collection and analysis of information on the progress of the strategic plan implementation.

Specifically, the following areas will be monitored:

- i. Whether the implementation is on course as planned.
- ii. Documentation of progress and key learning.
- iii. Continuous decision making for progressive improvement.
- iv. Determine whether resources are being used for the intended purpose and whether they are cost-effective (value for money).

5.2. Evaluation strategies

Evaluating the effectiveness of a strategic plan for the Ministry is essential to ensure that goals are being met and that the plan is driving positive outcomes. The evaluation will seek to identify the following aspects of implementation:

Relevance, effectiveness, efficiency, impact, and sustainability. Each of the measures will determine the progress or the efficacy of the strategic plan implementation as follows:

- i. **Relevance:** This aspect will measure whether the Ministry undertook activities that addressed the actual needs of the Ministry.
- ii. **Effectiveness:** This will measure whether resources were used optimally or whether there was value for money.
- iii. **Efficiency:** This will measure the timeliness or otherwise of the implementation.
- iv. **Impact:** This will establish whether the implementation has brought positive changes to the Ministry.
- v. **Sustainability:** It measures whether the implementation strategies were self-perpetuating/replicable or not.

Three main evaluations will be conducted periodically: Mid-term review; end-of-term review and *ad hoc* review:

- i. Mid-term review will be conducted half-way through the strategy implementation to assess the strategic plan's performance against its original objectives. If there will be need, strategies will be adjusted based on the review's findings.
- ii. An end-of-term comprehensive review will be carried out at the conclusion of the strategic plan period with the aim of determining the plan's overall effectiveness, achievements, challenges, and lessons learned.
- iii. An ad-hoc review will allow the Ministry to respond swiftly and effectively to unexpected developments that can impact the strategic plan and may be conducted outside of regular review cycles. This may be triggered by specific events, changes, or concerns that require immediate attention.



An end-of-term comprehensive review will be carried out at the conclusion of the strategic plan period with the aim of determining the plan's overall effectiveness, achievements, challenges, and lessons learned.

5.3. Guiding principles in monitoring the strategic plan

Monitoring a strategic plan for the Ministry requires a systematic and well-defined approach. Here are the guiding principles for monitoring of the strategic plan:

- i. **Clarity and alignment:** The strategic plan's objectives and goals should be clear, specific, measurable, achievable, relevant, and time-bound (SMART).
- ii. **Key performance indicators (KPIs):** The KPIs should be quantifiable, realistic, and linked to the overall success of the strategic plan.
- iii. **Regular review and reporting:** A regular review cycle will be established for tracking progress against the plan's goals and objectives to communicate progress to the senior leadership, staff, and external partners.
- iv. **Long-term perspective:** While monitoring short-term progress will be undertaken, a focus on the long-term impact of the strategic plan on the Ministry's overall development and objectives will be emphasized.
- v. **Stakeholder engagement:** Key stakeholders will be involved in the monitoring process, including representatives from various departments within the Ministry, relevant government agencies, and external partners to receive feedback and input from the stakeholders.
- vi. **Risk management:** Identification of potential risks that could hinder the successful implementation of the strategic plan will be carried out so as to develop contingency plans to address these risks and mitigate their impact on the plan's execution.
- vii. **Adaptability and flexibility:** There will be an appreciation that circumstances and priorities may change over time, necessitating adjustments to the strategic plan.
- viii. **Data-driven decision-making:** Decisions will be based on reliable and up-to-date data and information.
- ix. **Continuous improvement:** Regularly assessment of the effectiveness of the monitoring process itself and apply lessons learned from monitoring to refine both the strategic plan and the monitoring approach for greater efficiency and impact.



Key stakeholders will be involved in the monitoring process, including representatives from various departments within the Ministry, relevant government agencies, and external partners to receive feedback and input from the stakeholders.

5.4. Monitoring indicators

Indicators are tools used to measure and assess progress or performance in a particular area. In this Strategic Plan, **monitoring and evaluation**, will assess different types of indicators to be used to measure progress and success. These are:

i. Input indicators

Input indicators provide information about the resources that have been invested in a program, project, or intervention and are typically used to measure the efficiency of the program or project. Examples of input indicators may include budget; personnel; materials; and time:

ii. Output indicators

Output indicators are a type of performance indicator that measure the immediate products or services that result from a program or project. Output indicators provide information on the quantity and quality of the goods or services that have been produced and are typically used to assess the effectiveness of a program or project implementation.

iii. Outcome indicators

Outcome indicators are a type of performance indicator that measures the specific and measurable changes in behavior, knowledge, skills, attitudes, or condition that result from a program or project. Outcome indicators provide information on the intended and unintended consequences of the program or project and are typically used to assess the effectiveness of the program or project.

iv. Process Indicators

Process indicators are a type of performance indicator that measures the activities, steps, or processes that are required to implement a program or project. Process indicators provide information on how a program or project is being implemented and are typically used to assess the quality and efficiency of the implementation process.

v. Impact indicators

Impact indicators are a type of performance indicator that measure the long-term and sustainable effects of a program or project on its target population or environment. Impact indicators provide information on the extent to which

the program or project has achieved its overall goals and objectives and are typically used to assess the effectiveness of the program or project in achieving lasting change.

vi. Efficiency indicators

Efficiency indicators in monitoring and evaluation are used to measure the cost-effectiveness of a program or project. They assess whether the resources invested in a program or project are being used efficiently to achieve the desired outcomes such as cost unit output, resource utilization rates, time required to achieve outputs etc.

vii. Effectiveness indicators

Effectiveness indicators in monitoring and evaluation are used to measure the extent to which a program or project is achieving its intended outcomes or objectives. They assess whether the program or project is producing the desired results and meeting the needs of its target.

viii. Performance Indicators

Performance indicators are used to measure the performance of a program or project in achieving its goals and objectives. These indicators help program managers to evaluate the effectiveness of their interventions and make informed decisions to improve program performance.

ix. Sustainability indicators

This measures the organization's capacity to self-perpetuate, replicate or expand. This will be measured through four areas: Financial, environmental, social and governance sustainability.



Impact indicators are a type of performance indicator that measure the long-term and sustainable effects of a program or project on its target population or environment.

5.5. Reporting and learning

Reporting and learning will involve systematic collection, analysis, and dissemination of data and insights to inform decision-making, improve program effectiveness, and enhance accountability.



5.5.1. Reporting

All the Departments in the Ministry will be involved in the monitoring and reporting process based on KPIs of the strategic plan. Reporting will involve structured communication of M&E findings, data, and results to various stakeholders, such as senior leadership of the ministry, development partners, government agencies, beneficiaries, and program coordinators.

All the Departments in the Ministry will be involved in the monitoring and reporting process based on KPIs of the strategic plan.

Key aspects of reporting in M&E will include:

- i. **Regular reporting:** Reports by Departments will be produced at scheduled intervals: monthly, quarterly, semi-annually, annually, mid-term and end-term reports to provide updates on program activities, outcomes, and performance against established indicators.
- ii. **Data collection and analysis:** Data on various indicators will be collected to measure progress and outcomes. This data will then be analyzed to generate insights and conclusions.
- iii. **Indicator tracking:** Indicators, both quantitative and qualitative, will be tracked to demonstrate the extent to which goals, objectives and processes are being achieved.

5.5.2. Learning

Learning will involve analyzing M&E findings, identifying lessons, and using insights to inform decision-making and improve program design and implementation.

Key aspects of learning in M&E will include:

- i. **Identifying successes and challenges:** Learning will involve appreciating both successes and challenges or failures to understand what contributes to positive outcomes and what requires attention.

- ii. **Adaptation:** Based on insights from M&E, programs will adapt strategies, approaches, and activities to optimize results.
- iii. **Scaling up/replicating:** Lessons learned from successful interventions will be scaled up to benefit a larger audience or replicate success in different contexts.
- iv. **Course correction:** Learning from M&E will permit the Ministry to make course corrections in situations where the programs do not achieve the intended results.
- v. **Knowledge sharing:** A culture of sharing lessons learned with internal teams, partners, and stakeholders will be created to foster a culture of continuous improvement.
- vi. **Feedback loop:** The learning process will feed back into the planning and implementation phases of a program to ensure that improvements are made.



APPENDICES

Appendices 1: Implementation matrix

Strategic Objective	Expected outcome	Strategy	Expected output	KPIs	Target for 5 years	Target per year					Budget per year (US)					Accountable person
						1	2	3	4	5	1	2	3	4	5	
KRA 1: Development planning and intergovernmental coordination																
Strengthen national development planning at the Federal State (FG) and Federal Member State (FMS) levels	Development planning at the FG and FMS levels strengthened	Develop practical, issue based NDP 10 to address identified challenges	Existence of development plans for FG & FMS	NDP10	1	1	1	-	-	-	500,000	2,000,000	-	-	-	Director of Planning
		Develop FGS/FMS annual workplans for NDP10 implementation	Annual workplans	Annual workplans produced	30	6	6	6	6	6	80,000	80,000	80,000	80,000	80,000	Policy/Coordination Unit
		Ensure government manifesto, projects and programs are aligned with the national development plans	Projects aligned with national development plans	No of projects	25	5	5	5	5	5	-	-	-	-	-	NDP Unit
		Ensure that development plan programs are costed	Existence of budgets	Annual costing reports	5	1	1	1	1	1	40'000	40'000	-40'000	-40'000	40'000	RRF document Policy Planning/ NDP Unit
		Update the implementation of the Drought Impact & Needs Assessment (DINA)/FINA and Recovery and Resilience Framework (RRF)	Updated RRF document	RRF document	1	-	1	-	-	-		1,500,000	-	-	-	Resilience Unit

Strategic Objective	Expected outcome	Strategy	Expected output	KPIs	Target for 5 years	Target per year					Budget per year (US)					Accountable person
						1	2	3	4	5	1	2	3	4	5	
		Coordinated implementation of the Drought Impact & Needs Assessment (DINA)/FINA and Recovery and Resilience Framework (RRF)	Reports, results	Coordination meetings	10	2	2	2	2	2	80,000	80,000	80,000	80,000	80,000	Resilience Unit
		Coordinate Food Security Crisis Preparedness Plan Implementation	Reports, results	No of co-ordination meetings	20	4	4	4	4	4	50,000	50,000	50,000	50,000	50,000	Resilience Unit
		Lead the Recovery and Resilience Secretariat both at FGS and FMSs levels.	Strengthened Recovery and Resilience Secretariat	Functional Secretariat	Functional Secretariat	Functional Secretariat	Functional Secretariat	Functional Secretariat	Functional Secretariat	Functional Secretariat	-	-	-	-	-	Resilience & Coordination Unit

Strategic Objective	Expected outcome	Strategy	Expected output	KPIs	Target for 5 years	Target per year					Budget per year (US)					Accountable person
						1	2	3	4	5	1	2	3	4	5	
		Co-lead Triple-nexus initiative (Humanitarian, Peace, and Development)	Well-coordinated humanitarian, Peace, and Development initiative	Functioning triple-nexus initiative	Functioning triple-nexus initiative	Functioning triple-nexus initiative	Functioning triple-nexus initiative	Functioning triple-nexus initiative	Functioning triple-nexus initiative	Functioning triple-nexus initiative	-	-	-	-	-	Coordination Unit
		Lead post-HIPC recover strategy	Post-HIPC projects	Number of bankable projects	20	4	4	4	4	4	60,000	60,000	60,000	60,000	60,000	Director Planning
		Facilitate and coordinate the planning and implementation of policies and programs across various government departments and agencies	Responsive policies and programs to the needs of the people	Policy and program documents	10	2	2	2	2	2	50,000	50,000	50,000	50,000	50,000	Policy Unit
		Ensure resources are directed towards sectors and programs that are aligned with the country's development priorities	Optimization of resource use	% of development projects aligned with NDP	80%	40%	50%	60%	70%	80%	-	-	-	-	-	NDP Unit

Strategic Objective	Expected outcome	Strategy	Expected output	KPIs	Target for 5 years	Target per year					Budget per year (US)					Accountable person
						1	2	3	4	5	1	2	3	4	5	
		Capacity building and awareness creation on Lead National Development Plans	-Training reports -Quality national development plans, policies, and reports	Number of trainings	30	6	6	6	6	6	100,000	100,000	100,000	100,000	100,000	NDP/Coordination Unit
	Functional and effective ACO	Align aid flow with the national development priorities	Aid support reflect government priorities	Reports, plans and projects	100%	100%	100%	100%	100%	100%	-	-	-	-	-	Director ACO
				Reports	5	1	1	1	1	1	13,000	13,000	13,000	13,000	13,000	Director ACO/AIMS Manager

Strategic Objective	Expected outcome	Strategy	Expected output	KPIs	Target for 5 years	Target per year					Budget per year (US)					Accountable person
						1	2	3	4	5	1	2	3	4	5	
		Develop Aid policy to efficiently coordinate and allocate foreign assistance to address the nation's pressing humanitarian, development, and security needs	Efficient use of foreign assistance	Policy in place	1	-	1	-	-	-	-	15,000	-	-	-	Director ACO
Sub-total budget											933,000	3,948,000	433,000	433,000	433,000	

[illegible]

Strategic Objective	Expected outcome	Strategy	Expected output	KPIs	Target for 5 years	Target per year					Budget per year (US)					Accountable person
						1	2	3	4	5	1	2	3	4	5	
Establishment and coordination of national economic working groups at FGS and FMS level	Existence of national economic working groups at FGS and FMS level	Strengthen national ownership, collaborations, information sharing and harmonization of economic programs to achieve the national development priorities	Existence of harmonized plans, programs and priority	Plans and policy documents	80%	50%	55%	60%	70%	80%	-	-	-	-	-	Director Economic Development
		Promote effective intergovernmental coordination in prioritizing and implementing government programs	Harmonized and coordinated development	Economic Development Units in the FMS	5	2	2	1	-	-	88,040	88,040	44,020	-	-	Director Economic Development
Supporting and strengthening of international economic cooperation including coordination with regional, national, and international development partners.	Membership to regional and global organization increased	Promote strategic partnerships	Increased Membership to regional and global organizations	Number of partnerships	2	-	1	1	-	-	-	50,000	50,000	-	-	Director Economic Development
				Signed protocols	2	-	1	1	-	-	-	-	-	-	-	Director Economic Development
Sub-total budget											509,720	484,420	440,400	346,380	346,380	

Strategic Objective	Expected outcome	Strategy	Expected output	KPIs	Target for 5 years	Target per year					Budget per year (US)					Accountable person
						1	2	3	4	5	1	2	3	4	5	
KRA 3: Enhanced investments (domestic and foreign-FDI).																
Promote, attract, and facilitate investments	Increased domestic and foreign investments	Increase the number of companies in Somalia	Number of companies increased	Number of companies	50	10	10	10	10	10	10,000	10,000	10,000	10,000	10,000	Head of investment Promotion
		Support and visit existing investments in Somalia	Thriving investments in Somalia	Number of visits	300	60	60	60	60	60	6,000	6,000	6,000	6,000	6,000	Head of Investment Facilitation
		Upscaling FDI priority sectoral and sub-sectoral studies	FDI sectors and sub-sectors increased	Number of sectoral and sub-sectoral studies	10	2	2	2	2	2	20,000	20,000	20,000	20,000	20,000	Head of Research and Policy Advocacy Section
		Increase investments by creating a conducive business climate.	Existence of supportive, rules and regulations	Number of supportive, rules and regulations	10	2	2	2	2	2	20,000	20,000	20,000	20,000	20,000	Head of Research and Policy Advocacy Section
		Promote brand Somalia positively	Up scaled branding initiatives	Number and types of initiatives	10	2	2	2	2	2	20,000	20,000	20,000	20,000	20,000	Head of Communications Section
Sub-total budget											76,000	76,000	76,000	76,000	76,000	

Strategic Objective	Expected outcome	Strategy	Expected output	KPIs	Target for 5 years	Target per year					Budget per year (US)					Accountable person
						1	2	3	4	5	1	2	3	4	5	
KRA 4: Monitoring, evaluation, tracking and reporting on the implementation of government policies, plans, programs, projects, and strategies																
Strengthen M&E systems across the two governments	Effective M&E for government projects	Institutionalize and cascade NDP9 M&E frame-work at FGS and FMS	M&E frame-work in place	Framework document		1	-	-	-	-	500,000	-	-	-	-	Director M&E
		Create an effective M&E framework for NDP10	M&E frame-work for NDP10	NDP10 M&E framework	1	1	-	-	-	-	350,000	-	-	-	-	Director M&E
		Implementation of the NDP10 M&E framework	Improved performance	Evaluation reports	100%-im-plementa-tion	-	20%	50%	80%	100%	500,000	500,000	500,000	500,000	500,000	Director M&E
		Strengthened M&E systems and advocacy.	M&E advoca-cy strategy	M&E strategy in place	1	1	-				50,000					Direc-tor M&E
				M& E advocacy implementa-tion-meet-ings, con-ferences & workshops	25	5	5	5	5	5	90,000	90,000	90,000	90,000	90,000	Director M&E
		Operationalize national M&E technical working group	M&E Techni-cal Working Group in place	Coordination Meetings, and perfor-mance prog-ress reports	20	4	4	4	4	4	120,000	120,000	120,000	120,000	120,000	Director M&E

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Strategic Objective	Expected outcome	Strategy	Expected output	KPIs	Target for 5 years	Target per year					Budget per year (US)					Accountable person
						1	2	3	4	5	1	2	3	4	5	
		Conduct periodic impact assessment surveys and evaluations	Impact assessment surveys and evaluations conducted	Number of reports on impact assessment surveys and evaluations	30	6	6	6	6	6	300,000	300,000	300,000	300,000	300,000	Director M&E
		Develop standardized data collection tools and methodologies that are consistent across both levels of government.	Existence of standardized data collection tools	Standardized M&E reports	1	1	-	-	-	-	20,000	-	-	-	-	Director M&E
		Establish a baseline by collecting relevant data before project implementation to measure changes accurately.	Baseline survey conducted	Baseline survey report	1	1	-	-	-	-	250,000	-	-	-	-	Director M&E
Reporting and knowledge management	Clear reporting lines and knowledge management practices	Establish reporting and knowledge management systems	Existence of reporting and knowledge management systems	Knowledge management structures and systems	Data utilization strategy	Data utilization strategy	-	-	-	-	60,000	-	-	-	-	Director M&E

Strategic Objective	Expected outcome	Strategy	Expected output	KPIs	Target for 5 years	Target per year					Budget per year (US)					Accountable person
						1	2	3	4	5	1	2	3	4	5	
		Strengthen knowl- edge management infrastructure	Knowledge management infrastruc- ture in place	Number and type of knowledge management infrastruc- ture	Database (100%)	-	30%	60%	80%	100%	-	210,000	210,000	140,000	140,000	Director M&E
Rationalize research, data collection process and tools	Research, data collection structures in place and strengthened	Develop data quali- ty assessment tools	Existence of data collec- tion tools	Types and number of data collec- tion tools	10	2	2	2	2	2	20,000	20,000	20,000	20,000	20,000	Director M&E
		Harmonize M&E tools	Seamless M&E sys- tems	M&E struc- ture	100%	20%	40%	60%	80%	100%	-	-	-	-	-	Director M&E
		Develop pro- cedures and guidelines for data collection and reporting	Produces and guide- lines avail- able	Policies and manuals	15	3	3	3	3	3	24,000	24,000	24,000	24,000	24,000	Director M&E

Strategic Objective	Expected outcome	Strategy	Expected output	KPIs	Target for 5 years	Target per year					Budget per year (US)					Accountable person	
						1	2	3	4	5	1	2	3	4	5		
		Institute result-based financing	Existence of result-based financing	Strategy in place	1	1	-	-	-	-	-	100,000	-	-	-	-	Director M&E
		Strengthen M&E research	M&E strategy	Strategy in place	1	-	-	1	-	-	-	-	80,000	-	-	-	Director M&E
Sub-total budget											3,174,000	1,854,000	1,934,000	1,784,000	1,784,000		
KRA 5: Improved institutional and organizational capacity																	
Strengthen the capabilities of staff to improve productivity	Effective and efficient public service delivery teams	Provide short-term and long-term capacity building and training for staff	Number of staff trained, nature of training and duration	-Number of staff trained -Number of scholarships, internships, attachment, short-term courses	200	25	30	45	55	45	105,000	126,000	189,000	231,000	189,000	HR Director	
		Create a structured succession management system	Terms of service in place	Policy document and manuals	1	-	1	-	-	-	-	10,000	-	-	-	HR Director	

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Strategic Objective	Expected outcome	Strategy	Expected output	KPIs	Target for 5 years	Target per year					Budget per year (US)					Accountable person
						1	2	3	4	5	1	2	3	4	5	
					Alarm system	Alarm system	-	-	-	-	10,000	-	-	-	-	Director of A&F
Put in place policies, systems, procedures for institutional strengthening	Strengthened institutional capacity	Develop policies, procedures and regulations on finance, Asset management, ICT, procurement, and programming	Seamless operations	Policies and procedures in place	3	2	-	1	-	-	10,000	-	70,000	-	-	Director A&F
		Ensure adherence to policies, procedures, and regulations	Clear terms of engagement	Policies and procedures in place	100%	100%	100%	100%	100%	100%	-	-	-	-	-	Director A&F
Strengthen the communication function of the Ministry	Effective internal and external communication	Establish a Communication Unit	Established Unit	Unit in place	1	1	-	-	-	-	-	-	-	-	-	Head of Communication Unit
		Improve internal and external communication	Seamless internal and external communication	Communication policy in place	1	1	-	-	-	-	10,000	-	-	-	-	Head of Communication Unit
		Improve media engagement and management	Effective media engagement and management	Media policy in place	1	-	1	-	-	-	-	10,000	-	-	-	Head of Communication Unit

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Strategic Objective	Expected outcome	Strategy	Expected output	KPIs	Target for 5 years	Target per year					Budget per year (US)					Accountable person	
						1	2	3	4	5	1	2	3	4	5		
				Strategic plan imple-mentation	100%	-	20%	40%	60%	80%	-	-	-	-	-	Director Planning Institute	
				Training needs as- sessment	1	1	-	-	-	-	50,000	-	-	-	-	-	Director Planning Institute
				Develop training program	1	1	-	-	-	-	100,000	-	-	-	-	-	Director Planning Institute
				Implementa- tion of train- ing programs	55	-	5	10	20	20	-	35,000	70,000	140,000	140,000	Director Planning Institute	
				Research, knowledge production and dissemi-nation	15	-	-	5	5	5	-	-	200,000	200,000	200,000	Director Plan-ning Institute	
				Financial resource mobilization	2,000,000	400,000	400,000	400,000	400,000	400,000	-	-	-	-	-	-	Director Planning Institute
Sub-total budget											1,489,500	760,500	1,078,500	1,110,500	1,108,500		

Strategic Objective	Expected outcome	Strategy	Expected output	KPIs	Target for 5 years	Target per year					Budget per year (US)					Accountable person
						1	2	3	4	5	1	2	3	4	5	
KRA 6: Cross-cutting issues																
Mainstream environmental, climate change and gender is-sues across the Ministry	Increased responsiveness to environmental, climate change and gender issues	Develop KPIs related to environmental, climate change and gender issues across the Ministry.	All activities and projects incorporate environmental, climate change and gender issues	-Policies in places -Reports	2	-	1	-	1	-	-	10,000	-	10,000	-	HR Director
		Provide training and capacity-building programs for staff to enhance their understanding of environmental, climate change and gender issues.	Projects and activities incorporate discussions on environmental, climate change and gender issues	No of staff trained	50	10	10	10	10	10	7500	7500	7500	7500	7500	HR Director
Sub-total budget											7,500	17,500	7,500	17,500	7,500	
KRA 7: Resource mobilization																
Mobilize resources to finance the strategic plan	A well-re-sourced and funded Minis-try effectively implementing planned activ-ities	Develop a resource mobilization strategy		Resource mobilization strategy	1	-	1	-	-	-	-	10,000	-	-	-	Director A&F
				Amount of resources mobilized	500,000	-	50,000	100,000	150,000	200,000	-	-	-	-	Director A&F	
Sub-total budget											-	10,000	-	-	-	

Strategic Objective	Expected outcome	Strategy	Expected output	KPIs	Target for 5 years	Target per year					Budget per year (US)					Accountable person
						1	2	3	4	5	1	2	3	4	5	
KRA 8: Poverty reduction and durable solution for vulnerable and displacement affected communities																
Promote poverty reduction initiatives for displacement-affected and vulnerable communities	Reduce poverty for displaced persons and vulnerable communities	Formulate a National Poverty Reduction Strategy.	Strategy in place	Strategy document	1	1	-	-	-	-	300,000	-	-	-	-	Director Durable Solutions & Poverty Reduction
		Implementing the poverty reduction strategy.		Programs	5	1	1	1	1	1	-	-	-	-	-	Director Durable Solutions & Poverty Reduction
		Create a National Technical Working Group on Poverty Reduction.	Working Group in Place	Minutes, reports	20	4	4	4	4	4	20,000	20,000	20,000	20,000	20,000	Director Poverty Reduction and Durable Solutions
Provide durable solutions to displacement affected communities (DACS).	Reduction in the number of forced displaced persons.	Complete implementation of the National Durable Solutions Strategy (2021-2025) and commence drafting a new one	National Durable Solutions Strategy (2021-2025) completed and a new one in place	End-of-term review	1	-	1	-	-	-	-	50,000	-	-	-	Director Poverty Reduction and Durable Solutions

Strategic Objective	Expected outcome	Strategy	Expected output	KPIs	Target for 5 years	Target per year					Budget per year (US)					Accountable person
						1	2	3	4	5	1	2	3	4	5	
				New strategy	1	-	1	-	-	-	-	300,000	-	-	-	Director Poverty Reduction and Durable Solutions
		Development of a government-led durable solutions project to provide sustainable solutions and poverty reduction	Durable solution projects	Proposal developed	1	1	-	-	-	-	-	-	-	-	-	Director Poverty Reduction and Durable Solutions
				Resources mobilized	100,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	40,000	40,000	40,000	40,000	40,000	Director Poverty Reduction and Durable Solutions
				Project launched	1	1	-	-	-	-	-	-	-	-	-	Director Poverty Reduction and Durable Solutions
		Strengthen coordination and oversight on durable solution and poverty reduction programs and projects	Strengthened government leadership on durable solution and poverty reduction programs and projects	Coordination Meetings- Minutes	20	4	4	4	4	4	80,000	80,000	80,000	80,000	80,000	Director Poverty Reduction and Durable Solutions

Strategic Objective	Expected outcome	Strategy	Expected output	KPIs	Target for 5 years	Target per year					Budget per year (US)					Accountable person
						1	2	3	4	5	1	2	3	4	5	
				Reports	20	4	4	4	4	4	-	-	-	-	-	Director Poverty Reduction and Durable Solutions
		Implementation of the NDSS M&E framework	Measure progress of durable solution programs	Reports	5	1	1	1	1	1	50,000	50,000	50,000	50,000	50,000	Director Poverty Reduction and Durable Solutions
Enhance the resilience of displacement affected communities (DAC)		Developing DAC-driven community initiatives	Community-driven projects	Number of DAC initiatives launched	5	1	1	1	1	1	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	Director Poverty Reduction and Durable Solutions
Sub-total budget											10,490,000	10,540,000	10,190,000	10,190,000	10,190,000	
Grand-total budget											16,679,720	17,690,420	14,159,400	13,957,380	13,945,380	76,432,300



MINISTRY OF PLANNING, INVESTMENT AND
ECONOMIC DEVELOPMENT (MOPIED)

