

Republic of Somaliland



Ministry of National Planning and Development
Central Statistics Department

**National Strategy for
the Development of Statistics
(2013–2017)**

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Contents

Acronyms	iv
Foreword	v
Acknowledgments	vii
1 Country profile	8
1.1 Geography and location	8
1.2 Political situation	8
1.3 Economic situation	9
2 The National Statistics Law	11
3 Current situation	14
3.1 Staffing levels at the PSUs in line ministries	18
3.2 Who are the users of statistics in Somaliland?	20
3.3 International organizations	20
4 Strength, weakness, opportunities and threats analysis	21
4.1 Review of 2010-2012 Strategy Plan	21
4.2 Findings of the review	21
4.3 Strengths	23
4.4 Weaknesses	24
4.5 Opportunities	25
4.6 Threats	27
5 Where do we want to be in 2017?	29
5.1 Vision	29
5.2 Mission statement	29
5.3 Core values	29
6 Strategic goals	31
6.1 How the strategies were developed	31
6.2 Strategic goals	32
7 Implementation arrangements, resource mobilization and priority setting	38
7.1 Work plan	38
7.2 Budget	40
7.3 Monitoring and evaluation indicators	42
7.4 The way forward	45

Acronyms

CSD	Central Statistics Department
GIS	Geographical Information System
ICT	Information and Computer Technology
INGOs	International Non-Government Organisations
M & E	Monitoring and Evaluation
MIS	Management Information System
MoNPD	Ministry of National Planning and Development
NGOs	Non-Government Organisations
NSDS	National Strategy for the Development of Statistics
NSS	National Statistics System
NSSP	National Statistics Strategic Plan
OECD	Organisation for Economic Cooperation and Development
PSUs	Planning and Statistics Units
SCB	Statistics Capacity Building
SPSS	Statistical Package for Social Science
TA	Technical Assistance
UN	United Nations
UNDP	United Nations Development Plan

Foreword

The government of Somaliland is currently implementing a five year (2012-2016) National Development Plan that focuses on sustainable development and poverty reduction. The credibility of any economic development plan depends on the quality and reliability of statistical data on which it is based. The government of Somaliland recognizes that good statistics is crucial for evidence based decision-making in planning and policy formulation. It's also a well-known fact that statistics play a crucial role in supporting policy implementation, in particular monitoring and evaluation, which in turn helps transparency and accountability. Poor statistics hampers the ability of planners, decision-makers to make informed decisions, conduct monitoring and evaluation.

The government of Somaliland demonstrated its commitment to evidence based planning, policy and decision making by passing a Statistics Law in 2013. This law provides a framework for improving the national statistical system. The law gives the Central Statistics Department in the Ministry of National Planning & Development the legal mandate to supervise and coordinate all statistical activities in the ministries, regional and local governments.

The Central Statistics Department (CSD) has now developed a five-year (2013-2017) National Strategy for the Development of Statistics (NSDS) in Somaliland. The NSDS addresses structural challenges in order to achieve a reliable national statistical system (NSS). It has a vision of establishing an NSS that is coherent, comprehensive, and of the highest quality that promotes a culture of evidence based policy, planning and decision making where CSD plays an important role in coordination and standard setting for statistical data collection at the national level.

During the five-year plan period, priorities include implementation of the Statistics Law; human capacity and infrastructure development; development of methods and data quality procedures; enhancing advocacy and use of statistics; and specialized contributions for monitoring and evaluation of the national development plan.

In addition to the commitment of the government of Somaliland, I call upon development partners to support the implementation of the NSDS to help achieve sound and reliable data that enables everyone to monitor and assess the progress we will be making in the years to come.

Finally, I would like to express my appreciation for the Danish International Development Agency (DANIDA) for its financial support for the development of NSDS. I would also like to thank all stakeholders who have cooperated and contributed

in developing the NSDS and the leadership of CSD in playing a leading and coordination role in finalizing the production of this strategy.

Dr. Saad Ali Shire

Minister of National Planning and Development (MoNPD)

Acknowledgments

The development of the National Strategy for the Development of Statistics has been a rewarding experience for the Central Statistics Department. The department is grateful to Dr. Saad Ali Shire for his leadership and commitment to the development of strong national statistical system and the use of statistics in decision making processes. We are deeply indebted to the government ministries and their staff at planning and statistical units for their participation and contribution in workshops organized during the strategy development.

I would like to express my appreciation to the CSD staff for their unreserved efforts in gathering relevant materials, their insights, aspirations and commitments. I would also like to thank the Ethiopian Statistical Agency for their invitations to Addis Ababa to share their experiences and for their hospitalities during our stay.

The successful completion of this strategy document would not have been possible without the unreserved support from the Danish International Development Agency (DANIDA) and for Fafo Applied International Studies for their expert advices, facilitation, guidance and contribution during the development of NSDS. I would also like to thank Ms. Rima Das Pradhan-Blach who have been supportive and made great contribution during the development of NSDS. CSD understands the challenging but exciting tasks that lay ahead and is committed to ensure the successful implementation of this strategy document.

Hassan H. Jama

Director of Central Statistics Department

1 Country profile

1.1 Geography and location

The Republic of Somaliland is situated in the Horn of Africa between 8° and 11°27' North Longitudes 42°35' and 49° east. It has mountains that range from 1,830 meters in the Centre to 2,130 meters in the East of the country. The total area of the Republic of Somaliland is 137,600 sqkms and its coastline is 850 kms long. The Gulf of Aden in the North, Somalia in the East, and the Federal Republic of Ethiopia in the South & South-West and the Republic of Djibouti in the Northwest define Somaliland's boundaries.

1.2 Political situation

The Republic of Somaliland is a sovereign state in the Horn of Africa. The former British Somaliland Protectorate achieved its full independence from the United Kingdom 26th of June 1960. Five days later, 1st of July, Somaliland joined Somalia to form the Republic of Somalia. This union lasted until 1991 when Somaliland declared unilateral independence from Somalia. A referendum was held in 2001 on a draft constitution that affirmed Somaliland's independence from Somalia as a separate state. After the collapse of the Somali state, the people of Somaliland reverted to their traditional, clan-based forms of self-governance in order to resolve their conflicts, negotiate peace, establish a functioning government, and embarked on rebuilding their country and livelihoods with little outside help. The country has made significant progress in achieving peace and stability. The ruins of hospitals, schools and other infrastructure have been rebuilt and over 20 new universities have been established in the country.

Somaliland has a population of about 4 million people and it is about the size of England and Wales. The main language spoken is Somali. English and Arabic are also prominent.

The country has a thriving economy with agriculture – especially livestock – as the back bone, in addition to the production of cereals and horticulture. There are also many large mineral deposits across the country.

The lack of recognition by the international community has meant that the initial phase of political reconstruction in Somaliland has largely been an internal affair. However, Somaliland gradually received international assistance for rehabilitation and reconstruction of public services, and later on, support for the democratization process. The international assistance provided has however produced mixed results

While the lack of formal recognition has had its costs, it has also given the people of Somaliland the opportunity to craft a system of government rooted in their local culture and values that is appropriate to their needs. For the first decade after the independence this comprised a system of government that fused traditional forms of social and political organization with Western-style institutions of government. During the last decade, Somaliland government continued to make progress towards introducing and improving a well-functioning democratic system. The most remarkable achievements include conducting the referendum on the Constitution and introducing a multiparty system in 2001, followed by successful elections in 2002, 2003, 2005, 2010, and in 2012.

1.3 Economic situation

Somaliland is a low income country with varying degrees of development across regions, urban and rural communities. The absence of macroeconomic data makes it extremely difficult to assess gross domestic product (GDP) in Somaliland. The World Bank estimates (2006) the GDP at 1.3 billion USD. Somaliland's income per capita is relatively higher compared to that of south central Somalia due to the peace and political stability achieved since the independence of Somaliland and income per capita ranges from 250 to 350 USD.

Somaliland's economy is a pastoral economy. Livestock contributes to over 65 per cent of the GDP and constitute the principal export from Somaliland. The main destination of Somaliland's livestock is Saudi Arabia. Yemen is the second most important market. The second largest export is hides and skins. Approximately 4.8 million pieces were exported in 2010. Frankincense and other natural gums and resins constitute the third largest export commodity with 307 tons of Frankincense and natural gums exported in 2010.

Somaliland relies heavily on imports for food and manufactured foods. In 2009, total food imports were 440,968 tons and non-food items were 358,467 tons. The main trading partners are Ethiopia, Yemen, Brazil, Thailand, China, Oman, Kenya, Saudi Arabia, Egypt, Malaysia, India, Pakistan, Turkey, UAE, Japan, Malta, and Italy. A major import is Qat, a mild narcotic from Ethiopia. Official total imports estimates in 2010 were approximately 16,173 tons accounting for about a third of total imports value.

Somaliland's economy is dependent on remittances which are a significant contributor to household income and investment. In times of economic downturns and external shocks, remittances have been extremely important to the economy as they help in making up losses, smooth out consumption and thus serve as a coping mechanism against shocks.

Domestic revenues have grown significantly over the past years. Customs duties account for nearly 50 per cent of total revenue and are the largest source of income for the Somaliland government. Unlike most other countries, income tax and corporate tax account for less than 10 per cent of the government's income.

The budget appropriations are predominantly for staff salaries and recurrent administrative costs based on annual expenditure plans submitted by ministries. The Bank of Somaliland (central bank) is responsible for monetary policy and acts as a central and commercial bank at the same time.

Somaliland envisions to achieve "a stable, democratic and prosperous country where the people enjoy high quality of life" by 2030. In line with this vision, Somaliland is currently implementing the national development plan (2012-2016). In order to achieve economic growth and economic development, good quality data is essential. Both for planning and monitoring the progress of the national development plan in addition to guiding in decision making.

2 The National Statistics Law

The National Statistics Law sets out the structure of the National Statistics System in Somaliland which is to be led by the Central Statistics Department in the Ministry of National Planning and Development (MoNPD). The Central Statistics Department (CSD) is to be headed by a Director, who should be a qualified statistician.

a. Functions of the Central Statistics Department (CSD) as set out in the Law

Article 4 in the newly passed national statistics law sets out the functions of the CSD, and states that the CSD shall:

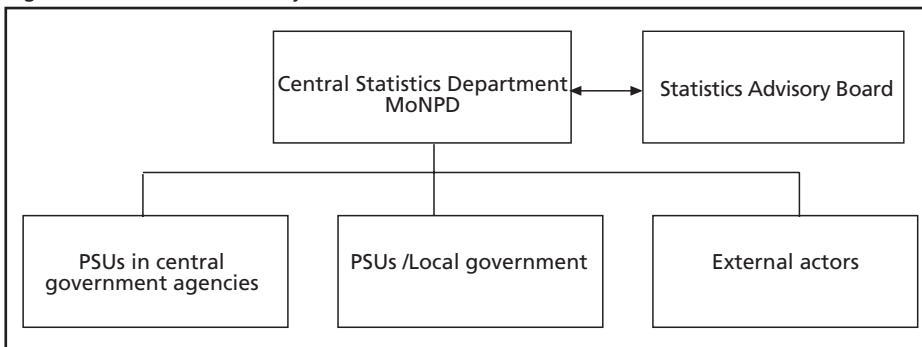
1. Collect, compile, analyse, furnish, disseminate and publish statistics.
2. Organize and conduct censuses and other statistical surveys alone or in cooperation with the competent Ministries, regional or district authorities, local administration or autonomous agencies.
3. Conduct statistical research.
4. Develop uniform statistical definitions, classifications and procedures to be applied by Ministries, local administrations, autonomous agencies or any other bodies engaged in the collection, compilation and analysis of statistics.
5. Supervise and coordinate statistical work of all Ministries, local administrations and autonomous agencies.
6. Prepare and review statistical forms, questionnaires and any other documents or forms used for statistical purposes.
7. Promote and assist non-governmental statistical activities conducted in accordance with the requirements of this law.

Additionally, Article 12 of the Statistics Law calls for the establishment of a Statistics Advisory Board under the chairmanship of the CSD Director and include the following members:

- Director General, Ministry of National Planning and Development
- Governor of the Central Bank of Somaliland

- Director General, the Ministry of Finance
- Director General, the Ministry of Information
- Director of Planning, Ministry of Health
- Director of Planning, Ministry of Education
- Director of Planning, the Ministry of Agriculture
- Director of Planning, Ministry of Fisheries
- Director of Planning, Ministry of Commerce
- Director General of Civil Service Commission
- Representative from the Universities in Somaliland
- Representative from Civil Society organizations

Figure 1. National Statistics System set out in the Statistics Law



The law set outs the duties of the Statistics Advisory Board as follows:

The Statistics Advisory Board (SAB) shall review the regulations prepared by MoNPD as per the national statistics law, subject to approval by the Executive and the Parliament. The SAB is to coordinate efforts to collect and analyse statistical data. In particular the SAB shall undertake the following:

- Approval of long-term economic and social statistical plans as well as annual plans prepared by the Ministry and the other government units.
- Coordination of statistical work and activities in the Somaliland.
- Determining the priorities for statistical studies, surveys and censuses according to the various government units' needs in a way that serve their planning purposes.

- d. Standardization of concepts and statistical terms in Somaliland as well as monitoring the implementation of international recommendations in this regard.
- e. Determining the methodology of conducting the statistical operations and the technical methods that should be followed in the preparation and publication of their results in a way that ensures the level of accuracy and promptness needed in official statistics.
- f. Reviewing the costs of specialized statistical operations of all government units and submit comments to the concerned authorities.
- g. Encouraging statistical research and studies in various fields and at various levels, in addition to working towards disseminating statistical awareness in order to ensure preparation and qualification of sufficient personnel to work in the statistical field.
- h. Approving the publishing of the official results of statistics that has been conducted or collected in periodical or special publications, except those results which the committee decides to be kept confidential. The Committee may seek cooperation of a number of experts and specialists depending on the nature of the issues under consideration.

3 Current situation

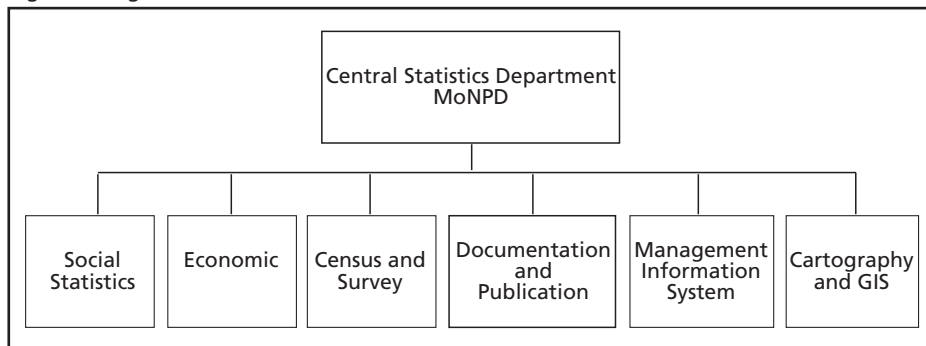
The Central Statistics Department (CSD) was established in the Ministry of National Planning and Development in 1997. It was mandated to manage data collection, data analysis and dissemination using international standards to produce timely, accurate, relevant, accessible, comparative and reliable data. While its capacity has been improving, there is much work needed to strengthen the National Statistics System as a whole.

The recently passed Statistics Law 2013 has legally mandated the CSD as the source of official statistics in Somaliland. The Law has clarified that the CSD is responsible for coordinating, monitoring and supervising the implementation of the National Statistics System (NSS). The CSD's mandate as set out in the Statistics Law is set out in greater detail below.

a) Organizational structure

Currently the CSD has six sections: Social Statistics Section, Economic Section, Census & Survey Section, Documentation & Publications Section, Management Information System (MIS) Section and Cartography & GIS Section. See Figure 2.

Figure 2. Organizational structure of the CSD



Section	Key functions
Social Statistics Section	The Section collects secondary data from line ministries such as Health, Education, Water & Sanitation, Interior & Justice etc.
Economic Statistics Section	The Section collects primary market price, daily Exchange Rate (SI Sh against the US\$) and livestock data (export, rearing and slaughter prices) in Hargeisa, Borama, Berbera, Buroa, Erigavo and Las-Anod towns.
The Census and Survey Section	This Section is responsible for preparing surveys proposals, and conducting surveys as scheduled, and coordinates all surveys conducted by UN Agencies, I/ LNGOs and other private Sectors.
Documentation and Publication Section	This Section was established in 2011 and also acts as the National Archive in response to the growing need for reference documents. It is an information resource centre, which provides access to documentation such as assessments, reports, studies and other publications. The centre is responsible for the dissemination of statistical studies and publishes publications of the MoNPD.
Management Information System (MIS) Section	The MIS Section is responsible for the general maintenance of Computer equipment and Network infrastructure (Cables, Hubs, Switches, and Routers). It is also responsible for recording, updating ICT inventory and recommending equipment required by the Ministry.
Cartography and GIS Section	It is responsible for collecting, sharing, analysing, displaying, printing geographic information and maps for decision making

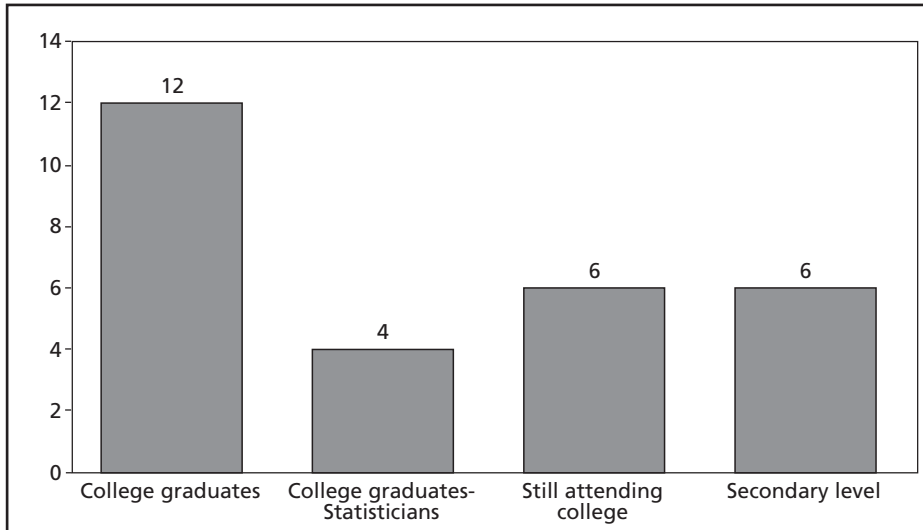
b) Human resources at the CSD

There is a need to build the capacity of staff in relation to different statistical and administrative skills. While it is the department's policy to make sure that the personnel recruited are skilled in statistical techniques, there is a need for on-going capacity development on a range of statistical and management issues.

CSD has total of 28 employees of which 22 are at the centre (head quarter), and the remaining 6 in the five regional offices as of 2013. The qualifications of the different staff are set out in Figure 3.

19 staff members have knowledge in Statistics and application packages such as CSPro and SPSS. The level of knowledge is not based on sufficient experience.

Figure 3. Qualifications of staff at the Central Statistics Department



c) Availability of key equipment

The Central Statistics Department has received ICT infrastructure support from the UN Agencies supported by various donors over the last few years.

Table 1. Facilities/equipment available at the CSD

Equipment/facilities	Number of functional equipment
Number of Offices	7
Library	1
Number of the staff with access to Internet	28
Desktop Computers	21
Photocopies	2
Statistical Packages available	CSPro, SPSS
Printers	7
Scanners	5
Projectors	1
Computer Servers	2
Internet Connectivity	Yes
Plotter	1

d) Publications produced by CSD

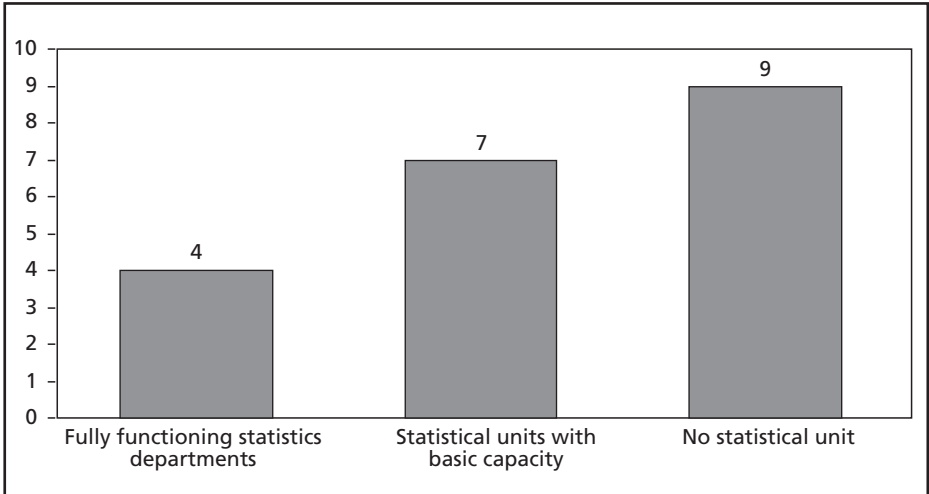
The Central Statistics Department produces a number of publications which are approved by a Board of Editors and the Director. The department produces the following publications:

Somaliland in Figures: The department produces this booklet annually. It contains official statistics data on various components of economic and social activities in Somaliland. Its purpose is to provide information on different sectors to assist in the planning and development of the nation. Data contained in this booklet is based mainly on the administrative records of the ministries and agencies of the state. The Eighth Edition of Somaliland In-Figures was produced and disseminated on 30th December 2012.

Statistics Bulletin: This is a quarterly bulletin issued by the department. Its purpose is to keep citizens and concerned institutions informed about the most recent data on the economy.

As stated earlier, in accordance with Presidential Circular No. 013/112007 dated 28th May, 2008 national, regional and district level government institutions established departments/units of planning and statistics (PSUs), who has as their *de jure* mandate to be part of the National Statistical System. Functions include: Plan and administer the collection and compilation of data related to their sector activities under the guidance of the CSD and to provide this information to the CSD. However, a survey conducted in October 2012 found that most offices only exist on paper. Critical challenges faced by these units are a lack of financial resources, lack of infrastructure, including adequate office space and lack of human resources.

Figure 4. Levels of functionality of PSUs in line ministries/government institutions



3.1 Staffing levels at the PSUs in line ministries

Most PSUs/departments are relatively new and are understaffed with some having only two to four officers operating them. There are 76 employees currently working in the PSUs in line Ministries, of which 29 are University level, 15 are Diploma level while 32 of them are secondary level. Most of the staff only has secondary level qualifications. The details of their qualification are set out in Figure 5. The assessment found that 45 out of the 76 staff have received basic statistical training at different times on different statistical methodologies and packages. Notably, 31 of the staff still do not have any training in statistics. 15 out of 76 staff stated that they attended Statistical Package courses (SPSS, Dev Info and CSPro), but needed to develop their skills further.

Most staff indicated that their training requirements include basic and intermediate statistical training on data collection methodologies, editing, analysis, and statistical application packages, management and monitoring and evaluation. It is clear that special training programs for basic and intermediate skills have to be developed and implemented to enhance the knowledge and skills of staff at individual and institutional levels.

Table 2. Qualifications of staff at PSU/departments at ministries

Ministries	Level of Education			Total
	University	Diploma	Secondary	
Ministry of Health	6	5	6	17
Ministry of Civil Aviation and Air Transport	2	0	8	10
Ministry of Agriculture	3	1	3	7
Ministry of Education and Higher Education	1	0	6	7
Ministry of Finance	4	2	0	6
Ministry of Commerce	1	1	3	5
Ministry of Endowment and Islamic Affairs	0	1	3	4
Ministry of Labour and Social Affairs	3	1	0	4
Ministry of Information	1	1	1	3
Ministry of Mining and, Energy and Water Resources	1	0	2	3
Ministry of Fisheries and Marine Resources	2	0	0	2
Ministry of Justice and Judiciary Affairs	0	2	0	2
Ministry of Livestock	2	0	0	2
Ministry of Environment	0	1	0	1
Ministry of Foreign Affairs and International Cooperation	1	0	0	1
Ministry of Public Works	1	0	0	1
Ministry of RRR	1	0	0	1
Ministry of Post and Telecommunication	0	0	0	0
Ministry of Interior	0	0	0	0
Ministry of Industry	0	0	0	0
Ministry of Youth and Sports	0	0	0	0
Ministry of Defence	N/A	N/A	N/A	N/A
Total	29	15	32	76

e) Availability of equipment/facilities in PSUs in line ministries

From the Assessment conducted it was found that 65% of PSUs lack equipment and office space. For example the PSUs at the Ministries of Justice, Endowment and Islamic Affairs, Foreign Affairs and Information share office space with other sections. On the other hand, the Ministries of Education, Health, Commerce, Mineral & Water and Fishery & Marine Resources have enough equipment and skilled personnel that can manage statistical operations.

3.2 Who are the users of statistics in Somaliland?

The users of statistics in Somaliland are primarily government and international organizations and to a certain degree the public at large.

3.3 International organizations

UN Agencies and INGOs are currently the prime producers of data. While some of these international actors currently collect and analyse some of the most reliable data in the country, there are concerns for the following reasons:

- Much of the data they produce aim to meet their immediate data needs for planning and formulation of their programs.
- There are critical data gaps in some sectors for example in livestock, agriculture and fishing, while there is reasonably good data access for other sectors, for example in health and education.
- They use different statistical methodologies.
- The data is not necessarily quality controlled.
- The Government of Somaliland and other users do not necessarily have access to this data.

4 Strength, weakness, opportunities and threats analysis

4.1 Review of 2010-2012 Strategy Plan

A Statistics Strategic Plan was developed in 2010, with the technical support of the UNDP Somalia Institutional Development Program (SIDP) together with the Statistics Department of the Ministry of National Planning and Development (MoNPD) for the period 2010-2012. This strategic plan was never implemented.

The 2010–2012 Strategic Plan had mapped out six key Strategic Objectives. Relevant strategies and activities were developed aimed at achieving the desired results with technical expertise from Kenya. However, the CSD was unable to complete most of the activities identified in the Strategic Plan, due to a lack of resources and technical capacity. These are set out in greater detail below. In order to update the National Statistics Strategic Plan (NSSP) for 2013-2017, the team at the Central Statistics Department (CSD) started by reviewing the 2010-2012 Statistics Strategic Plan.

The objectives of the review were as follows:

- To review the implementation of the previous Statistics Strategic Plan (2010-2013) to identify key constraints that hindered the implementation process.
- Based on this review, develop an integrated, harmonized, coordinated and coherent plan for the National Statistical System (NSS) that ensures quality data production process.
- To develop an updated National Statistics Strategic Plan in a participatory manner in order to ensure ownership and effective implementation.

4.2 Findings of the review

The key findings of the review of the National Statistics Strategic Plan of 2010-2012 process are set out below:

1. There is an inadequate number of skilled staff with the capacity to manage all statistical processes.

The first batch of statisticians that graduated from university have been employed at different public institutions, including the CSD, which employed five graduates. However, these graduates and other staff at the CSD require further training. The total number of statistics staff in the CSD is 26, which is insufficient to achieve the CSD's mandate as a national statistics body.

2. Lack of financial resources for data collection and coordination.

The budget allocated to statistical departments is insufficient to properly function as a National Statistics institution. For example, lack of a budget allocation for transport means that the CSD does not have the resources for data collection.

3. Low priority given by government officials to the key role of statistical projects.

4. Lack of a legal framework that set out the mandate of the CSD of the country.

The national statistics law was passed by Parliament on 18 January 2013, and is signed by the president of Somaliland in June 2013. However, before this important milestone, the lack of a legal mandate for the CSD to collect statistics was a significant impediment to collect and coordinate the collection of a wide range of data that international actors, such as UN Agencies and INGOs collected from different sectors.

5. Poor capacity of Planning and Statistics Units (PSUs) in line ministries.

While PSUs were established through Presidential Circular 2008, the PSUs in line ministries and other government institutions do not have adequate human, financial and other resources such as ICT equipment and office space. This has meant that the capacity of PSUs is generally poor and PSUs are generally unable to function effectively as data collection points. The leadership in many of the PSUs does not have the necessary core competencies required to lead such a unit. High turnover of staff with frequent transfers to other departments is also a significant barrier.

6. Weak coordination and supervision of external actors collecting statistical data in Somaliland.

The coordination, collaboration efforts between the CSD, PSUs in the line Ministries and other government agencies, UN Agencies, Local /INGOs and private sector organization is weak. The data collection capacity of these external actors varies greatly, but until the recent passage of the Statistics Law, the CSD had no legal mandate or capacity to enforce quality assurance standards and standardization for data collection methodologies, analysis and dissemination.

The recently passed Statistics Act, sets out some strategic issues that need to be implemented in this next phase, including:

- Providing capacity development support to the CSD to carry out its mandate
- Providing capacity development support to the Director to be able to carry out her/his roles
- Developing provisions for ethical standards in relation to data collection
- Providing support to establish an effective and capable Statistics Advisory Board
- Provide capacity development support to the PSUs to have the capacity to support the CSD to collect schedule of designated statistics.

This next section analyses the strengths, weaknesses, opportunities and threats of the current NSS.

4.3 Strengths

Statistics Law

The structure and mandate of the CSD have been recently confirmed in law. The Statistical Act passed in January 2013 which sets out the structure and sets out the mandate of the National Statistics System.

Establishment of PSUs

The Presidential Circular No. 013/11/2007 dated 28th May, 2008 mandates all national, regional and district-level government institutions to establish department/units of planning and statistics. There are PSUs in some line ministries and other government agencies at the centre, and in local governments. According to the findings of the survey conducted by the CSD in October 2012, 55% of line ministries at the centre had planning and statistics units. Compared to most other institutions, the CSD is relatively well equipped in terms of ICT infrastructure.

Strong commitment

There is strong commitment and support from the Minister and other parts of the leadership in the Ministry who emphasises quality. Despite all the other challenges, the working environment at the CSD is one of commitment to develop and achieve results. At the CSD, the need for strong professional practice is acknowledged. The CSD

continues its statistical tradition, despite human and resource challenges, to produce statistical publications. The culture of professional independence is largely established.

4.4 Weaknesses

Lack of legal mandate

Until very recently, the absence of a Statistics Law was a significant impediment to the legal mandate of the CSD and the NSS as a whole.

Lack of coordination

During the assessment, it was found that coordination of statistical activities between the CSD, PSUs in the line Ministries, Autonomous Government Agencies, UN & International Organizations and Private Sector is very weak or doesn't exist. Further there is an urgent need to coordinate data collection and information management.

Data gaps and inconsistencies

There are significant data gaps and duplication of statistical effort. Statistical outputs produced by different agencies often lack consistency and coherence. Standard frameworks are not actively promoted and there has been a significant problem of non-compliance.

Lack of PSUs

In 2012, 45% of central-level government agencies still did not have PSUs. A similar survey needs to be conducted at regional and local levels to get an understanding of the gaps in the National Statistical System.

Weak PSUs

There is an absence of a clear organizational structure within the PSUs, both in line ministries at the centre and in local governments. It is likely the need for strong professional practice is not well understood within the PSUs in the central government agencies and local governments. Policies and written practices are non-existent concerning the professional and ethical aspects of staff behaviour.

Limited number of qualified staff

While the Ministry is committed to hiring qualified staff, the number of qualified staff is still limited. This is particularly challenging in the PSUs at central and local levels. A significant proportion of staff do not have the levels of general education needed or there is an absence of some of the specialist skills needed.

Lack of work plans

Only 50 % of PSUs have work plans and many of them are unrealistic. According to the survey conducted by the CSD in October, 2012, 50 % of the PSUs at the central level have work plans, but these work plans are not realistic, and do not have adequate human or other resources to fully implement these work plans.

Data insecurity

Office buildings for data-producing agencies are reasonably sound structurally, but aspects of physical security and protection of computer facilities are inadequate.

Lack of user involvement

There is some contact with users, but this is unsystematic. The consultative process is not related to internal decision-making processes. Some important user groups may not be involved.

4.5 Opportunities

Legal mandate

The Statistical Act was recently passed and signed by the president of Somaliland in June, 2013, which presents an opportunity to implement the National Statistics Strategic Plan. There is a window of opportunity to make the Statistical Act effective and establish mechanisms for access to public sector administrative information as well as supervision and coordination of activities amongst all data producers.

Article 4: The legislation gives the data-producing agencies, CSD in the case of Somaliland, full responsibility to compile and disseminate a range of statistics. This excludes the statistics related to defence or security (Article 2).

Article 6 of the Statistical Act sets out that all information received under the provisions of the law or regulations is to be treated as confidential and shall not be disclosed to any unauthorized person except for the purposes of this law.

Article 7 of the Act sets out the penalties for improper disclosure. This new provision provides an opportunity to work with the judicial authorities to ensure enforcement of this Act.

Article 4 of the Act sets out that the CSD shall: (4 e) supervise and coordinate statistical work of all ministries, local administrations and autonomous agencies; (4 g) Promote

and assist NGO statistical activities conducted in accordance with the requirements of this law.

There is an opportunity to engage with Paris 21/OECD and such standard setting bodies to provide technical support to strengthen the NSS. Working together with international partners, particularly statistical organisations could raise the quality of statistical products so that they are regarded as being authoritative.

The Statistics Law provides an opportunity for an in-depth needs analysis based on international criteria. However, this needs to be backed up by resources and national and international institutional support to ensure that a core function of the state, i.e. evidence-based decision-making is strengthened.

The leadership at the Ministry is committed to hiring the best technically qualified graduates. There are currently 6. There are four other highly competent graduates from other fields who have the capacity to be trained up in statistical areas.

Policy development

The provisions of the Statistical Act provide the basis for developing policies and practices on professional and ethical aspects of staff behaviour across the entire NSS. When the Statistical Act is implemented, there is an opportunity to have clear policies about transparency and information dissemination, and about the terms and conditions of the statistical process.

Institutional support

Various international organizations have been supporting statistical development in various ministries. This is expected to continue, however, this needs to be managed, with a focus on strengthening the NSS, rather than a supply-driven approach.

Survey data

In the first quarter of 2013, there were three large surveys underway – the Household Survey, the Population Estimation Survey and an Enterprise Survey. These are pilots, and the population is becoming familiar with large-scale surveys. This provides data producers such as the CSD to use this window of opportunity to develop and implement communication strategies.

Secondary data

As a starting point the CSD has established a documentation centre, which has been collecting policy and sector documents, assessment, research over the past year. Over 1800 documents have been converted to e-documents with the intention of establish-

ing the Somaliland National Archives (SNA) and making these documents available to the public.

There is an increasing demand for statistics.

4.6 Threats

Lack of resources

The GoSL's overall budget is already very limited, and with competing priorities, the statistical units receive little allocation. The financial resource allocation from the central government is inadequate for the CSD. The situation in PSUs for central and local government agencies is even more acute. The accommodation, outside of the CSD is deficient in space and services. Office furniture and equipment, particularly outside of the CSD are inadequate to the point of having a significant impact on the efficiency and effectiveness of the statistical activities. Allocation of resources by the Ministry of Finance or the ministries is generally not consistent with workloads and user priorities. Without adequate human, financial and other resources, the PSUs at the centre, regions and in local governments are unable to provide the necessary statistical support to the CSD. One of the key practical problems is also the lack of transport and the budget to operate and maintain transport to conduct statistical activities.

Recruitment procedures and lack of required skills

Staff recruitment may be determined by civil service-wide processes and may not result in staff with the skills needed for the statistical work. There may also be an inadequate supply of suitable qualified personnel.

Low pay and staff poaching

Salary levels and work conditions are inadequate for the nature of the work and barely competitive with public administration conditions in the country. The loss of skilled staff is a significant problem. The number of staff is barely sufficient to handle on-going statistical activities and insufficient to develop outputs to meet priority emerging needs. There is a high turnover of staff to the international sector because of low pay, lack of incentives and lack of opportunities for promotion in the civil services.

Unpredictable and inadequate institutional building support mechanism

A limited amount of skills transfer has occurred as a result of technical assistance provided to the country. While staff development and training is supported, there

has not been systematic training or institutional strengthening to the NSS. Training has been activity-based.

No significant evaluations of statistical activities by the data-producing agency have been conducted either by the government or external agencies. Evaluation of project activities by external funding agencies is conducted independently of the CSD. Without systematic support for institutional strengthening, the NSS will continue to engage with the international community on ad hoc basis, without a comprehensive institutional development effort to take it to the next level of development. The lack of adequate resource allocation from the government and international donors for institutional strengthening of the NSS will be a significant impediment, and will have an impact across all levels of evidence-based decision-making, monitoring and accountability.

The review of on-going statistical activities found that due to limited resources and capacity, little effort has been made to address data quality, which by definition includes relevance, accuracy, accessibility and comparability among other criteria. Publications by CSD may be perceived as of poor quality, undermining its credibility.

5 Where do we want to be in 2017?

5.1 Vision

A National Statistics System (NSS) that is coherent, comprehensive, and of the highest quality that promotes a culture of evidence based policy, planning and decision making where CSD plays an important role in coordination and standard setting for statistical data collection at the national level.

5.2 Mission statement

To build the capacity of the NSS in Somaliland so that it is efficient and well-functioning and able to manage data collection, analysis and dissemination of timely, reliable statistics to all users, consistent with international standards and methodologies to support evidence based decision-making.

5.3 Core values

The Central Statistics Department aims to have the capacity to provide quality statistical data, which is the key to achieving the benchmarks set out in the fundamental principles of Official Statistics. We aim to create a system that will promote:

Professionalism	The CSD will strictly abide by the highest professional standards on the methods and procedures for collecting, processing, storing and presenting statistical data.
Confidentiality	The CSD will ensure the privacy of data providers, and the confidentiality of the information they provide. It will guarantee that data will be used only for statistical purposes as provided in the Statistical Act.
Relevance, occurrence & reliability	The CSD will ensure that statistics meet the needs of users; are accurate and reliable to gain proper understanding of realities on the ground.
International cooperation	The CSD will maintain bilateral and multilateral cooperation with regional and international statistics institutions.
Promoting accountability and transparency	The CSD will strive to promote accountability to the public through provision of reliable data and transparency in statistical production.
Efficiency	The CSD will promote and facilitate teamwork, networking, cooperation, motivation, responsibility, efficiency and innovation.

6 Strategic goals

The core of an organizational strategy is formed by strategic goals or objectives. Strategic goals embrace the central trust and performance areas, which the CSD must focus on to achieve its vision, mission, core values and principles. The strategic goals are as follows:

- Contribute towards the development of human resources and infrastructure in NSS.
- Promote standardization in data collection, analysis, dissemination and publication of statistics to ensure quality, adequacy of scope, coverage and reliability of statistical information across the entire NSS.
- Provide guidance and develop technical skills in the PSUs in line ministries.
- Promote co-operation, coordination and networking among CSD, line ministries, local government, UN agencies, INGOs and local NGOs to complement efforts in order to avoid data duplication and utilize scarce financial resources more efficiently.
- Develop advocacy, awareness and M&E framework for the implementation of the NDP and sector strategies to inform policymakers and promote evidence based decision-making and resource allocation.

6.1 How the strategies were developed

The strategies in this document are based on the *Guide to Designing a National Strategy for the Development of Statistics (NSDS)*, the outcome of the SWOT analysis, and the roles and responsibilities of the CSD and other bodies as set out in the Statistical Act of June 16, 2013.

The strategic goals were also derived from the challenges that faced the CSD during the implementation of the previous strategic plan 2010-2012 and the achievements it would like to make next. They relate to institutional development; human resource and management development; infrastructure development; data development, and dissemination; development of census /surveys, and strengthening administrative data.

The overall objective of this strategy is that by 2017, the CSD will have the capacity to meet its roles and responsibilities as set out in the Statistical Act.

6.2 Strategic goals

This section describes the strategic goals identified in the NSDS.

Strategic goal 1: Implementation of the Statistics Law

The statistics law was approved and signed by the president of Somaliland on June 16, 2013. The law outline a legal framework for the collection and dissemination of statistical data at national level and calls for establishment of institutions and structures that implement the law. To this end, the NSDS identified six specific goals that are described below.

1.1 Establishment of statistics advisory board

Based on the requirement of the Statistics Law, a Statistics Advisory Board (SAB) will be set up consisting of DG of MoNPD; Governor of the Central Bank; DG of MoF; DG, Ministry of Information; Director of Planning of MoLSA; Director of Planning of MoE; Director of Planning of MoA; Director of Planning of MoF; Directors of Planning of MoC, DG of Civil Service Commission; Representative of Universities of SLD; Director of CSD; representative of CSOs. The SAB is to be chaired by the Director of the CSD/MoNPD.

1.2 Organizational reform at CSD

The current organizational setup of the central statistics department will be restructured in such a way that new units and sections are in place to better suit the functions and roles expected to be conducted by the CSD.

1.3 Establishment of statistical units at line ministries

Statistical units in line ministries will be set up where there is none and existing ones will be strengthened to improve production of data and dissemination in each of the sectors represented by the ministries.

1.4 Introducing MoUs between CSD and NSS partners

A legal template for national statistical system coordination will be developed by the CSD and NSS partners in the form of a memorandum of understanding. The MoU will outline the working arrangements between data producers and the CSD and includes agreements on the statistical program for the producers and the mechanisms and arrangements of data sharing. Furthermore, the MoUs will ensure statistical data are protected by the statistics law among partners.

1.5 Develop a coordination mechanism for statistical activities in Somaliland

A mechanism by which statistical activities carried out in Somaliland by various actors including donors and NSS partners will be established that emphasizes the role of the CSD in quality assurance and as a central hub for data dissemination. This will be operationalized in the form of MoUs that consists of provisions for cost effectiveness and quality assurance, including donor-sponsored surveys.

Donors' role is important in support of the implementation of NSDS and ensuring that the implementation follows the Paris Declaration principles.

1.6 Establish regular consultative mechanism among NSS partners

Regular consultative meetings and workshops will be held among NSS partners to improve data and experience sharing and will be led by the CSD.

Strategic goal 2: Human capacity development

2.1 Develop standardized set of core competencies for CSD staff

While the CSD has the policy of hiring best university graduates, core competencies to meet minimum standards in line with a new organizational structure will be developed.

2.2 Recruitment of staff in CSD based on specified work plan and needs

In line with identified core competencies, new staff will be recruited based on specific needs for conducting statistical surveys or analytical work based on existing survey data.

2.3 Design and implement short term training plans for CSD staff

Short term training plan will be designed based on organizational structure and planned statistical activities. Short term trainings will be designed by twinning with African statistical agencies for CSD to gain hands on experience.

Short term training will be provided to staff on specific topics including but not limited to:

- Sampling and weighting techniques
- Consumer price index construction techniques
- National accounts estimation techniques
- Basic and advanced SPSS and Stata software use
- CSPro data entry design, maintenance
- GIS software

2.4 Design and implement long-term training plans for CSD staff

Long term training plan will be designed in line with NSDS activities and implemented. This ensures the development of strong competencies at CSD and masters level trainings will be provided in regional universities and colleges.

2.5 Design and implement short term training plans for NSS members

As part of the overall development of the national statistical system, short term training plan will be designed for statistical units from line ministries to train them in standards for the production of data. This will be provided in the form of seminars and workshop led by CSD.

2.6 Foster a culture of professionalism across the entire NSS

While there is a culture of pride and independence in the CSD, a sense of professionalism and quality across all statistical units and at CSD will be fostered. This will be established by developing code of ethics for NSS members and CSD staff using the UN Fundamental Principles of Statistics while implementing the national statistics law. Performance monitoring systems in the NSS will be established by means of a work plan and good indicators including a data release time table. Annual performance assessment will be conducted to ensure release timetables are met in the CSD and in the NSS.

Strategic goal 3: Infrastructure development

3.1 Design infrastructure development plan for CSD

Infrastructure development is crucial for the implementation of NSDS components. Hence a full list of physical infrastructure will be designed with resourcing strategy.

3.2 Acquisition of ICT including hardware and software

Based on infrastructure needs assessment, acquisition of hardware and software will be made. This includes but not limited to

- licensed SPSS program
- licensed STATA program
- licensed ArcView and ArcInfo software
- licensed Windows software

3.3 Acquisition of vehicles for transportation

Vehicles for transportation for field activities will be purchased.

3.4 Build infrastructure for national GIS data repository system

Basic infrastructure for national GIS data repository system will be identified, purchased and setup at CSD.

3.5 Develop equipment master plan for PSUs with resourcing strategy

For effective data sharing among NSS members, a master plan for availability of minimum set of hardware and software will be setup along with a resourcing strategy. This task will be coordinated among all NSS members

Strategic goal 4: Development of standard methods and data quality procedures

4.1 Develop statistical calendar based on designated statistics in Statistics Law

The statistical activities at CSD will be guided by developing an annual statistical calendar. This calendar will outline the list of surveys, analytical work, and dissemination activities that will be carried out in a given calendar year. Based on the data assessment need carried out during June 2013, a list of data on specific areas is identified the Box 1 below. This list will be used to plan surveys based on availability of funding and will be included in the Statistical calendar.

Box 1. List of data by Statistical Domain

Population, migration, housing, and human settlement statistics	Water
Education statistics	Construction
Health Statistics	Transport
Media, sport and culture	Manufacturing
Law and order	Trade
Disability and vulnerable groups	Tourism and services
Labor statistics	Insurance
Poverty and welfare statistics	ICT and broadcasting
Food security and market prices	Public finance
Agricultural statistics	Prices
Mining and Quarrying	National accounts
Energy	Cross cutting issues: Gender statistics
	Cross cutting issues: Environment

4.2 Develop data quality framework based on international standards

Data quality framework that is specific to the needs of Somaliland will be developed by CSD utilizing the recommendations outlined in international standards such as the Paris 21. CSD staff will be trained in the use of the quality framework. All data releases

and publication of official statistics from the CSD and NSS should be accompanied by a metadata and data quality indicators.

4.3 Develop uniform statistical definitions, classifications and procedures

CSD will establish common standards, classifications and definitions for all producers of official statistics in Somaliland. These will be developed in consultation with NSS partners and using their expertise in specialist areas.

A definition of official statistics will be developed for use in government organizations that will define which collection systems are included in the standards. These include sustainability of indicators that lead to a time series; used beyond the producing organization; and available to all.

4.4 Conduct systematic data management on previous surveys

The existing scattered data will be properly organized and managed in a systematic manner. Data management activities on previous surveys will be carried out for future retrieval and use.

4.5 Design mechanisms for integrated surveys

Anticipating the implementation of various related surveys, a methodology for conducting an integrated survey will be developed.

4.6 Implement CPI estimation

Using the household budget survey carried out in 2013, CSD will develop and disseminate consumer price indices starting from January 2014.

4.7 Implement national accounts estimations

CSD will be the lead producer of national accounts by gathering relevant official statistics from line ministries.

4.8 Implement census

A population and housing census will be carried out during the implementation period. The necessary preparatory activities for carrying out the census will be made by building on the existing population estimation that is being carried out by UNFPA. The materials produced by UNFPA for population estimation will be used as a basis for conducting the census.

Strategic goal 5: Enhancing advocacy and use of statistics

5.1 Develop dissemination policy and plan

CSD shall develop transparent data dissemination policy. To ensure that users are able to anticipate new data releases and include them in their planning activities, a dissemination plan for CSD products should be made and communicated to users on CSD website.

5.2 Develop statistical launch procedures and press releases

All release of official statistics should be accompanied by a press conference in order to promote statistics and their use in Somaliland. Agreed statistical programs with all NSS partners should be posted on CSD website that covers all producers of official statistics.

5.3 Develop an awareness raising and advocacy strategy for statistical users including media and civil society organizations

Frequent advocacy work will be conducted to create awareness in the use of statistical data to media and civil society organizations and the public at large.

5.4 Develop an awareness raising and advocacy strategy for decision makers including ministers and Parliament

Frequent update and advocacy of the use of statistics will be made to decision makers in collaboration with NSS partners.

Strategic goal 6: Contribution to national development plan

6.1 Agree and conduct specialized surveys relevant for NDP baseline

CSD shall carry out baseline data collection based on agreed indicators that are relevant for following up progress of the national development plan.

6.2 Review NSDS and work programs in light of new M&E needs of NDP

The NSDS plan will be regularly review to align the activities of CSD to the needs of the national development plan.

7 Implementation arrangements, resource mobilization and priority setting

7.1 Work plan

Strategic Themes	2013	2014	2015	2016	2017
1 Implementation of Statistics Law					
1.1 Establishment of Statistics Advisory Board					
1.2 Organizational reform at CSD					
1.3 Establishment of statistical units at line ministries					
1.4 Introduce MoUs between CSD and its NSS partners					
1.5 Develop a coordination mechanism for statistical activities					
1.6 Establish a regular consultative mechanism with NSS partners					
2 Human capacity development					
2.1 Develop standardized set of core competencies for CSD staff					
2.2 Recruitment of staff in CSD based on specified work plan and needs					
2.3 Design and implement short term training plans for CSD staff					
2.4 Design and implement long-term training plans for CSD staff					
2.5 Design and implement short term training plans for NSS members					
2.6 Forster a culture of professionalism across the entire NSS					
3 Infrastructure development					
3.1 Design infrastructure development plan for CSD					
3.2 Acquisition of ICT including hardware and software					
3.3 Acquisition of vehicles for transportation					
3.4 Build infrastructure for national GIS data repository system					
3.5 Develop equipment master plan for PSUs with resourcing strategy					

4	Development of methods and data quality procedures					
4.1	Develop statistical calendar based on designated statistics in Statistics law					
4.2	Develop data quality framework based on international standards					
4.3	Develop uniform statistical definitions, classifications and procedures					
4.4	Conduct systematic data management on previous surveys					
4.5	Design mechanisms for integrated surveys					
4.6	Implement CPI Estimation					
4.7	Implement National accounts estimations					
4.8	Implement Census					
5	Enhancing advocacy and use of statistics					
5.1	Develop dissemination policy and plan					
5.2	Develop statistical launch procedures and press releases					
5.3	Develop an awareness raising and advocacy strategy for statistical users including media and civil society organizations					
5.4	Develop an awareness raising and advocacy strategy for decision makers including Ministers and Parliament					
6	Contribution to national development plan					
6.1	Agree and conduct specialized surveys relevant for NDP baseline					
6.2	Review NSDS and work programs in light of new M&E needs of NDP					
7	Carry out Mid-Term and Final Evaluation of NSDS					
7.1	Carry out Mid-term Evaluation of NSDS					
7.2	Carry out Final Evaluation of NSDS					

7.2 Budget

The successful implementation of this strategic plan will depend on the availability of the resources that are required for the various activities to be implemented. The resources will have to be granted from the Government, NGOs, private sector, donor agencies, UN and international organizations. However the Government should put in place plans for financial sustainability once the support from funding agencies is either withdrawn or not forth coming. Therefore, the estimated cost for executing the plan over a five-year period is \$18, 993, 000. The details of the budget are shown in the table below.

Table 3. Proposed NSDS Budget in US Dollars

Activities	2013	2014	2015	2016	2017	Total
2 Human capacity development						
2.1 Develop standardized set of core competencies for CSD staff	2000	2000	-	-	-	4000
2.2 Recruitment of staff in CSD based on specified work plan and needs	-	24000	24000	24000	24000	96000
2.3 Design and implement short term training plans for CSD staff	10000	25000	25000	25000	25000	110000
2.4 Design and implement long-term training plans for CSD staff	20000	20000	30000	30000	30000	130000
2.5 Design and implement short term training plans for NSS members	2000	4000	4000	4000	4000	18000
3 Infrastructure development						
3.2 Acquisition of ICT including hardware and software	80000	100000	100000	100000	100000	480000
3.3 Acquisition of vehicles for transportation	-	45000	-	45000	45000	135000
3.4 Build infrastructure for national GIS data repository system	-	50000	50000	50000	50000	200000

4	Development of methods and data quality procedures									
4.1	Develop statistical calendar based on designated statistics in Statistics law	5000	200000	200000	200000	200000	200000	200000	200000	805000
4.2	Develop data quality framework based on international standards	20000	20000	-	-	-	-	-	-	40000
4.3	Develop uniform statistical definitions, classifications and procedures	10000	10000	-	-	-	-	-	-	20000
4.4	Conduct systematic data management on previous surveys	15000	15000	-	-	-	-	-	-	30000
4.5	Design mechanisms for integrated surveys	-	15000	-	-	-	-	-	-	15000
4.6	Implement CPI Estimation	10000	10000	-	-	-	-	-	-	20000
4.7	Implement National accounts estimations	-	100000	25000	25000	25000	25000	25000	25000	175000
4.8	Implement Census	-	2000000	14000000	100000	-	-	-	-	16100000
5	Enhancing advocacy and use of statistics									
5.1	Develop dissemination policy and plan	5000	5000	-	-	-	-	-	-	10000
5.2	Develop statistical launch procedures and press releases	1000	1000	1000	1000	1000	1000	1000	1000	5000
5.3	Develop an awareness raising and advocacy strategy for statistical users including media and civil society organizations	2000	2000	2000	2000	2000	2000	2000	2000	10000
5.4	Develop an awareness raising and advocacy strategy for decision makers including Ministers and Parliament	2000	2000	2000	2000	2000	2000	2000	2000	10000
6	Contribution to national development plan									
6.1	Agree and conduct specialized surveys relevant for NDP baseline	-	100000	100000	100000	100000	100000	100000	100000	400000
6.2	Review NSDS and work programs in light of new M&E needs of NDP	-	20000	20000	20000	20000	20000	20000	20000	80000
7	Carry out Mid-Term and Final Evaluation of NSDS									
	Total	184000	2770000	14633000	728000	678000	18993000	100000	50000	18993000

7.3 Monitoring and evaluation indicators

The NSDS will require annual monitoring to ensure its achievement. The monitoring should use a monitoring and evaluation framework. An annual report should be prepared on the status of the NSS for the Statistics Advisory Board and development partners to help assess progress during the implementation period. The M&E indicators are shown in the Table below.

Table 4. Monitoring and Evaluation indicators

Strategic Themes	Performance Indicators	Expected Time
1 Implementation of Statistics Law		
1.1 Establishment of Statistics Advisory Board	Board Established	End of 2013
1.2 Organizational reform at CSD	New organization structure in place	End of 2013
1.3 Establishment of statistical units at line ministries	Units established	End of 2014
1.4 Introduce MoUs between CSD and its NSS partners	10 MoUs per year agreed	10 per year
1.5 Develop a coordination mechanism for statistical activities	Coordination unit established	End of 2013
1.6 Establish a regular consultative mechanism with NSS partners	Minutes of Partners meetings (quarterly)	Annually
2 Human capacity development		
2.1 Develop standardized set of core competencies for CSD staff	ToR of staff designed	End 2013
2.2 Recruitment of staff in CSD based on specified work plan and needs	Plan for recruitment and new staff in place	End 2013
2.3 Design and implement short term training plans for CSD staff	5 staff are trained per year	5 per year
2.4 Design and implement long-term training plans for CSD staff	1 staff trained per year	1 per year
2.5 Design and implement short term training plans for NSS members	2 workshops per year given to NSS members	Annually
2.6 Forster a culture of professionalism across the entire NSS	Standards are established	End of 2014

3 Infrastructure development		Needs Cost
3.1	Design infrastructure development plan for CSD	Infrastructure plan is designed End of 2014
3.2	Acquisition of ICT including hardware and software	New infrastructure in place based on plan End of 2017
3.3	Acquisition of vehicles for transportation	3 cars for CSD are purchased End of 2017
3.4	Build infrastructure for national GIS data repository system	GIS infrastructure in place End of 2015
3.5	Develop equipment master plan for PSUs with resourcing strategy	Equipment plan is designed End of 2014
4 Development of methods and data quality procedures		
4.1	Develop statistical calendar based on designated statistics in Statistics law	Annual Statistics Calendar in place January of every year
4.2	Develop data quality framework based on international standards	DQAF agreed and published End of 2014
4.3	Develop uniform statistical definitions, classifications and procedures	Standard and definitions published End of 2014
4.4	Conduct systematic data management on previous surveys	All previous surveys documented and stored June 2014
4.5	Design mechanisms for integrated surveys	New methodology published End of 2014
4.6	Implement CPI Estimation	CPI published monthly Monthly since 2014
4.7	Implement National accounts estimations	National accounts published End of 2014
4.8	Implement Census	Census report published End of 2016
5 Enhancing advocacy and use of statistics		
5.1	Develop dissemination policy and plan	Policy and plan designed and published June 2014
5.2	Develop statistical launch procedures and press releases	Media dissemination held Annually
5.3	Develop an awareness raising and advocacy strategy for statistical users including media and civil society organizations	1 workshop per main statistical activity Annually
5.4	Develop an awareness raising and advocacy strategy for decision makers including Ministers and Parliament	2 briefs made to policy makers per year Annually

6 Contribution to national development plan		
6.1	Agree and conduct specialized surveys relevant for NDP baseline	Specialized survey conducted End of 2014 and 2016
6.2	Review NSDS and work programs in light of new M&E needs of NDP	NSDS Reviewed Annually
7 Carry out Mid-Term and Final Evaluation of NSDS		
7.1	Carry out Mid-term Evaluation of NSDS	Report of Mid-term evaluation published June 2015
7.2	Carry out Final Evaluation of NSDS	Report of Final Evaluation published 1st Quarter of 2018

7.4 The way forward

The national strategy for the development of statistics has been fully discussed with all the partners and endorsed by MoNPD. As this endeavour is a new undertaking for Somaliland, the needs of ministries and other statistical data users will be important in designing detailed survey work programs for the next five years. Support for the implementation of NSDS is crucial from development partners in accordance with the NSDS strategy and will observe the Paris Declaration principles.

