



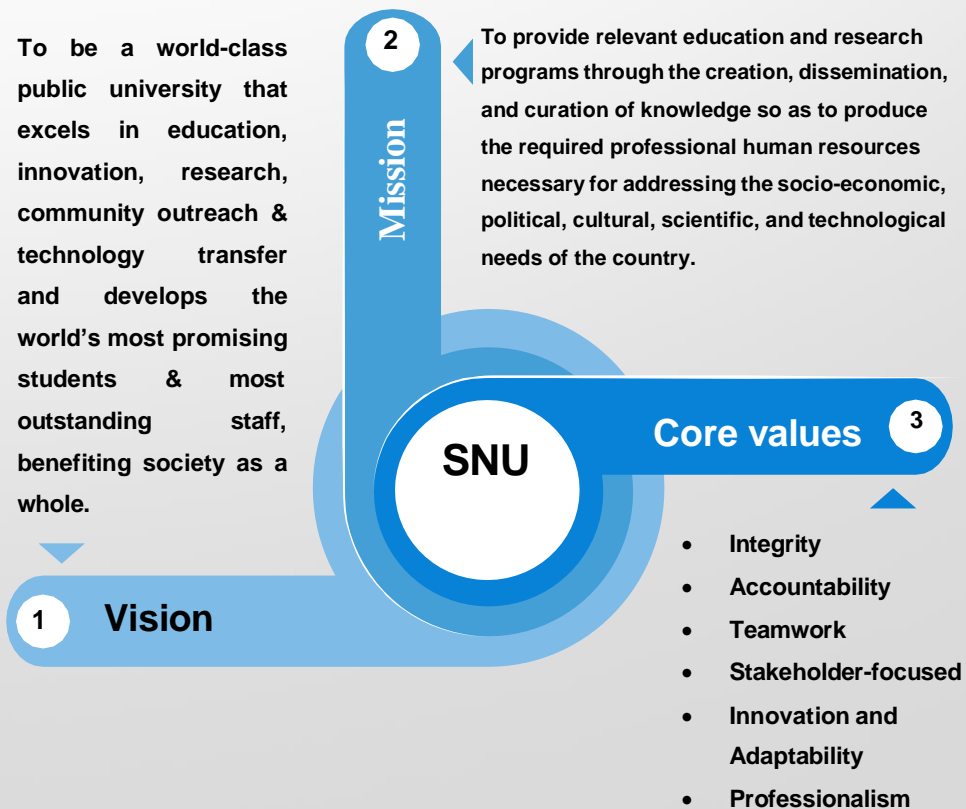
JAAMACADDA UMMADDA SOOMAALIYEED SOMALI NATIONAL UNIVERSITY-SNU

FIVE YEARS STRATEGIC PLAN QORSHAHA MUDADA FOG EE JUS

2025 – 2030

SOMALI NATIONAL UNIVERSITY

FIVE YEARS STRATEGIC PLAN 2025-2030



PREFACE AND ACKNOWLEDGEMENT

It is with great pleasure and anticipation that I present to you the Five-Year Strategic Plan (2025-2030) of the Somali National University. This document represents the collective efforts, dedication, and commitment of numerous individuals and entities who have tirelessly worked towards the advancement and prosperity of our esteemed institution. The strategic plan serves as a roadmap for our future endeavors, guiding us towards success, sustainability, and excellence in all areas of academic and administrative functions.

I would like to extend my deepest gratitude and appreciation to all those who have contributed to the formulation and development of this strategic plan. I am particularly thankful to the Planning and Research Office-SNU for their meticulous research, valuable insights, and strategic guidance throughout the planning process. Special appreciation also goes to Waayeel Consulting for their professional expertise and unwavering support in shaping this strategic roadmap.

Furthermore, I would like to acknowledge and thank all the management and staff of the Somali National University for their dedication, hard work, and invaluable input towards the realization of our strategic goals. It is through your commitment and collaborative efforts that we have been able to envision a brighter future for our institution and establish a clear path towards achieving our collective aspirations.

I am confident that with the implementation of this strategic plan, the Somali National University will continue to thrive as a center of academic excellence, innovation, and positive societal impact. Together, let us strive towards realizing our mission and vision, and creating a sustainable and prosperous future for our beloved university and the communities we serve.

Prof. Hassan Osman Ga'al, PhD

Rector,

Somali National University

Federal Republic of Somalia

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DEFINITION OF CONCEPTS AND TERMS

Agency/Institution: is referred to in this context as Somali National University (SNU) of Somalia

Baseline: An analysis describing the initial state of an indicator before the start of a project/program, against which progress can be assessed or comparisons made.

Change champion: A Change Champion is a leader in initiating, facilitating, and implementing change by effectively communicating the vision of the change program and by facilitating stakeholder engagement and communications needs for each of their respective departments /units. Change Champion characteristics include; change advocate, leader, trusted advisor, influential, compelling and effective communicator, forward thinker, and problem solver.

Student: A current/enrolled student of the Somali National University,

Alumni: A graduate/former student of the Somali National University,

Indicator: An indicator is a sign of progress/change that results from a project. It measures a change in a situation or condition and confirms progress towards achievement of specific results. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.

Key activities: A set of planned actions that have been designed to achieve specific outputs, outcomes, objectives, or projects.

Key result area: This is an outline of the organization's area of focus. It also refers to the general areas of outputs or outcomes for which an organization's role is responsible.

Outcome Indicator: This is a specific, observable, and measurable characteristic or change that will represent achievement of the outcome. Outcome indicators include quantitative and qualitative measures. Examples: Enrolment rates, transition rates, mortality rates etc.

Outcome: The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a program or project.

Output: Products, services or immediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs.

Plan Implementation Team (PIT): Nominated SNU staff to act as Champions in coordinating and monitoring the implementation of the Strategic Plan. The team will comprise representatives from each Faculty/Directorate at SNU or general representatives-organizational wide.

Program: A grouping of similar projects and/or services performed by the institution to achieve a specific objective; the program must be mapped to strategic objectives.

Project: A project is a set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters.

Strategic goal: A broad long term objective that we are set to achieve in the plan period.

Strategic Objectives: These are what the organization commits itself to accomplish in the long term; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements.

Strategies: a plan of action deliberately designed to achieve some intended goals.

Target: A result to be achieved within a given time frame through application of available inputs.

ABBREVIATIONS AND ACRONYMS

Acronym	Description
SNU:	Somali National University
ICT:	Information and Communication Technology
IDPs	Internally Displaced Persons
NTP:	National Transformation Plan
UC:	University Council
EAC:	East Africa Community
FRS:	Federal Republic of Somalia
HRM:	Human Resource Management
HQ:	Headquarter
KPIs:	Key Performance Indicators
KRAs:	Key Result Areas
MoECHE	Minister of Education, Culture & Higher Education
NDP:	National Development Plan
PESTEL:	Political, Economic, Social-Cultural, Technological, Ecological and Legal Analysis
SDGs:	Sustainable Development Goals
SOPs:	Standard Operating Procedures
SWOT:	Strengths, Weaknesses, Opportunities and Threats
UNESCO:	United Nations Educational, Scientific and Cultural Organization

EXECUTIVE SUMMARY

Following the expiry of its first strategic plan, covering the period 2015-2020, and the annual plans (2021, 2022, 2023 and 2024) for the institution, designed to focus yearly priority areas to the Somali National University-SNU sought to revisit its strategic direction. This new plan clarifies the strategic focus of SNU, provides a framework for the execution of the strategy and creates a supporting strategic framework for the next five years i.e. 2025 - 2030.

This Strategic Plan has been developed in accordance with the mandate and functions of SNU as spelt out in the legislation establishing the institution. The Plan presents the comprehensive direction for SNU over the period 2025 -2030. It documents our strategic focus for this period and details the key initiatives to be undertaken.

A systematic, collaborative and participatory approach was adopted in the development of this strategic plan. The process entailed: review of key documents such as the 2015 -2020 strategic plan, mandate of SNU, completed and ongoing reform programs/projects for SNU as per the Annual Plans; interviews and discussions with the SNU Senior Management, core team including Directors, Deans, Head of Offices, Head of Admins and Directors from the branches (Caabudwaaq and Badhan); a comprehensive analysis of SNU's internal and external environment. Based on this situational analysis, the following **strategic key result/target areas** were identified for this plan period (2025 - 2030): (i) Expanding and Achieving Academic Excellence; (ii) Promoting Research and Fostering Collaborations; (iii) Ensuring Financial Sustainability (iv) Enhancing the Campus Experience and Infrastructure (V) Strengthening Governance and Internal Control Mechanisms (VI) Embracing Digital Transformation in the University

The **Strategic Objectives** during the plan period are as follows-using the BSC method and perspectives:

- (i) Improve financial sustainability/revenue generation
- (ii) Cost optimization
- (iii) Enhance student satisfaction
- (iv) Strengthen industry partnerships
- (v) Curriculum development and innovation
- (vi) Streamline administrative processes
- (vii) Faculty development and engagement and (viii) Student enrollment and retention

An action plan which identifies for each objective, the strategies, key initiatives, responsibility, timeline and targets has been developed. In addition, a framework aimed at enhancing successful implementation of the strategic plan has been developed. Further, Key Performance Indicators (KPIs) that will track progress towards the achievement of the set objectives were identified and documented.

CHAPTER ONE

BACKGROUND TO THE STRATEGIC PLAN DEVELOPMENT

1.1 Overview

This chapter provides an introduction consisting of the background of SNU, importance of the strategy for organizational success, and approach used in development of the strategic plan.

1.2 Institutional Background

Somali National University (SNU) (Somali: Jaamacadda Ummadda Soomaaliyeed, Arabic: الصومالية الجامعة الوطنية, Italian: Università Nazionale Somalia) is the only National University in Mogadishu, the capital of Somalia with campuses in Abudwak (Galmudug State) and Badhan (Putland State). It was established in 1971, but was "officially" founded in 1954. It closed in 1990. After closing down for a number of years, the university reopened in August 2014.

The Somali National University was founded with the two faculties of law and economics and the college of education, La-Foole. In 1971, the faculties of industrial chemistry and agriculture were added, while in 1973, the faculties of engineering, medicine, and veterinary science began functioning.

In the academic year 1979–80, the new Faculty of Language enrolled its first students. In the 1979 – 81 development plan for Somalia, "Marine Science". The realization of the university in Somalia has been assisted by Italy, which provided financial and organizational programs through the Technical Cooperation Department of the Ministry of Foreign Affairs. Currently, the university has 13 Faculties, Two Schools and diverse Directorates.

1.3 The Context of Strategic Planning

The 2025-2030 Strategic Plan is anchored on the provisions of the ninth National Development Plan (NDP 9), 2020 – 2024 themed "The Path to a Just, Stable and Prosperous Somalia". The Plan is also aligned to the Sustainable Development Goals (SDGs), National Transformation Plan (NTP) 2025-2029 in Substitute of (NDP), Africa Union Agenda 2063 and the East Africa Agenda 2050.

1.3.1 Key Initiatives of National Transformation Plan (NTP) for SNU

The key initiatives of the National Taskforce for the Somali National University (NTP for SNU) focus on improving educational infrastructure, governance, and academic research, while promoting cultural values. Here's a detailed breakdown of each initiative:

- Expand and establish new campuses of SNU; establishing at least one campus in every region
- Reform SNU into a college system based on resource focus
- Rehabilitate existing SNU campuses
- Promote research through conducting annual research exhibitions
- Promote culture and the Somali language
- Strengthen regional campus governance & autonomy
- Participate in the establishment of the National Commission for Higher Education (NCHE)
- Develop selection criteria for establishment of new campuses in consultation with FMSs
- Participate in the development & endorsement of higher education qualification framework

1.3.2 United Nations 2030 Agenda for Sustainable Development

The United Nations 2030 Agenda for Sustainable Development is a global framework aimed at addressing pressing environmental, social, and economic challenges to ensure a more sustainable future for all. Within this agenda, Goal 4 specifically targets quality education, emphasizing the importance of inclusive and equitable education for all.

For Somali National University, aligning with the 2030 Agenda means prioritizing quality education that is accessible to all, regardless of background or circumstance. This involves enhancing educational infrastructure, promoting teacher training and professional development, and fostering a culture of innovation and research within the institution.

Specific initiatives could include expanding access to higher education for marginalized groups, integrating sustainability and environmental education into the curriculum, and forging partnerships with local communities and organizations to enhance the impact of educational programs.

By embracing the principles of the United Nations 2030 Agenda for Sustainable Development, Somali National University can play a pivotal role in equipping the next generation of leaders and professionals with the knowledge and skills needed to build a more sustainable and inclusive society.

1.3.3 African Union Agenda 2063

In the context of the African Union Agenda 2063, focusing on the aspects related to education involves aligning with the goals and aspirations outlined by the AU for a united, integrated, and prosperous African continent.

As the Somali National University aims to contribute to the educational progress and development of Somalia, it can play a crucial role in realizing the vision of Agenda 2063 by fostering a culture of unity, innovation, and collaboration among students, faculty, and staff.

By implementing the principles of free movement of people and capital within the educational realm, Somali National University can promote academic exchanges, collaboration with other African institutions, and the sharing of knowledge and resources to enhance the quality of education.

Moreover, by fast-tracking economic integration within the university curriculum, Somali National University can equip students with the skills and knowledge needed to thrive in a rapidly changing global economy, fostering entrepreneurship, critical thinking, and problem-solving abilities among its graduates.

Embracing the ideals of pan-Africanism and the vision of the African Renaissance, Somali National University can contribute to building a more peaceful, secure, and integrated Africa by nurturing a new generation of leaders who are committed to advancing the common goals of the continent.

By aligning its educational objectives with the aspirations of the African Union Agenda 2063, Somali National University can position itself as a key player in shaping the future of education in Somalia and contributing to the broader vision of a united and prosperous Africa.

1.3.4 East Africa Community Vision 2050

The Federal Republic of Somalia was admitted into the EAC bloc by the Summit of EAC Heads of State on 24th November, 2023 and became a full member on 4th March, 2024. Currently, there is ongoing development of a roadmap for Somalia integration into the EAC. Aligning with the East Africa Community Vision 2050, Somali National University aims to contribute to the region's goal of fostering a knowledgeable and inclusive society. By enhancing educational quality, expanding access to education, and promoting regional cooperation and integration, the university can empower individuals from diverse backgrounds to drive economic growth and social progress in East Africa. Emphasizing diversity, equity, and collaboration, the university seeks to create a supportive learning environment that prepares students to lead in a rapidly evolving regional landscape.

1.3.5 Provisional Constitution of the Federal Republic of Somalia

The Provisional Constitution of the Federal Republic of Somalia, adopted in 2012, Applying these constitutional principles to Somali National University, the institution values and upholds the rights of its students and staff as citizens of Somalia. Just as the Constitution protects and respects the citizenship rights of individuals, the university recognizes the diverse backgrounds and identities of its community members.

The university encourages academic and personal growth by supporting the freedom to explore different fields of study, engage in research, and participate in extracurricular activities.

In line with the Constitution's provisions on citizenship and freedom of movement, Somali National University affirms its commitment to creating an inclusive and supportive environment where individuals can pursue their educational aspirations, contribute to the university community, and ultimately make positive impacts in Somali society and beyond. The university was mandated by the President of the Republic of Somalia under the law (SHARCI L. 72 7 SEPTEMBER 1977, SHARCIGA JAAMACADDA UMMADDA SOOMAALIYEED).

1.3.6 Sector Policies and Laws

The following provisions will guide the implementation of this strategic plan:

- (i) 1948 Universal Declaration of Human Rights;
- (ii) The United Nations 2030 Agenda for Sustainable Development;
- (iii) African Union Agenda 2063;
- (iv) East Africa Community Vision 2050;
- (v) Provisional Constitution of the Federal Republic of Somalia;
- (vi) Legislation of the Somali National University
- (vii) Public Procurement as well as Financial Management Act, 2019. & all those who are relevant

1.4 Planning Assumptions

The following assumptions were made in preparing the following strategic plan:

- (i) The FRS/FGS will support SNU in providing adequate budget;
- (ii) SNU will attract technical and financial support from development partners; and
- (iii) Stakeholders will embrace the change and fully support SNU in execution of the institutions mandate.

1.5 Methodology for Developing the Strategic Plan

A participatory, collaborative and systematic strategic planning process was used to ensure ownership of the strategic plan and enhance successful implementation of the plan. The process entailed involvement of various stakeholders of SNU. Specifically the methodology entailed:

a) Initiation of the Strategic Planning Process:

- Initial Consultative meeting and workshop (s) held on 19/ – 23rd May 2024 at Mogadishu. Participants for the meeting included; Directors, Deans, Heads of Offices and Faculty Admins, as well as the top Management of the University (the Rector and the Deputy Rectors).

b) Data collection – Interviews, Workshops and literature review:

- Held additional consultative meetings and interview with the Rector of the University. Thereafter,
- Interviews with the Deputy Rector for Administration and Finance, dated 13th May, 2024 s well as the Deputy Rector for Academic Affairs, dated 13th May, 2024 (12:30-4:30PM).
- SNU core team/Key stakeholders, senior management and staff to obtain an appreciation of the 2015 -2020 strategy, its implementation, challenges lessons learned and proposed changes in the strategic direction during our workshops and brainstorming sessions with questionnaires provided tailored to their respective responsibilities and duties;
- Review several documents, including:
 - 2015 – 2020 Strategic Plan;
 - Legislation for the Somali National University;
 - Drafted strategy crafted by the Planning and Research Office-SNU &
 - Annual work plans (2021,2022,2023 and 2024) in various directorates and faculties from planning office
- External environment review;
- Meeting with SNU top management in March/April 2024 (several occasions)

c) Strategic plan development/consolidation:

On completion of the evaluation and collection of views from stakeholders, drafts of the Plan were developed through a meeting and on-going discussion with the Planning and Research Office-SNU held in May-June 2024 in Mogadishu. The draft were presented to the SNU Senior Management for a feedback and input before validation session as of 14.08.2024.

d) Strategic plan validation:

The updated draft plan will be subjected to validation in workshop to be held in Mogadishu (25/07/2024), the participants for the validation session included the Rector, Deputy Rectors, Directors and Deans from SNU or as required.

e) Plan finalization and dissemination:

The Consultant will prepare the final Strategic Plan incorporating views from the validation session. The final Plan will be submitted to SNU for publication, launch and dissemination.

1.6 Organization of the Strategic Plan

The Plan is organized around Seven Chapters. This chapter (**Chapter 1**) has outlined briefly the Institutional background, context of strategic planning, planning assumptions, and concluded by presenting a brief description of the methodology used to develop the Plan. **Chapter 2** outlines the situational analysis while SNU Strategic Direction is contained in **Chapter 3**. **Chapter 4** focuses on how the Plan will be implemented while **Chapter 5** provides a summarized SNU institutional structure. **Chapter 6** presents the resource flows in terms of revenue and expenditure projections. The Final Chapter (**Chapter 7**) summarizes the monitoring, evaluation, and reporting mechanism of the Plan.

CHAPTER TWO

SITUATION ANALYSIS

2.1 Overview

The assessment of the current operating context of SNU was conducted by evaluating the external and internal environment and drawing out the institution's internal capabilities (Strengths & Weaknesses) and thereafter identifying the Opportunities and Threats that are likely to impact SNU in the period of the strategic plan. In addition, a stakeholder analysis for the institution has also been conducted.

2.2 Evaluation of the Implementation of the 2015-2020 Strategic Plan

Key achievements

The implementation of the Strategic Plan 2015-2020 and 2020-2023 as well as other Annual Plans yielded below positive results:

- Rehabilitated and constructed new buildings for classes, labs, and offices
- Increased budget allocation to support infrastructure development
- Launched new faculties and departments based on feasibility studies and demand analysis
- Recruited competent staff, including deans, HODs, professors, and administrative personnel
- Established libraries to support academic activities
- Conducted curriculum development initiatives to enhance academic programs
- Organized capacity-building programs for deans, admin, and support staff
- Furnished and equipped the School of Management and Public Administration
- Hosted international conferences to promote knowledge exchange and collaboration
- Expanded operations to FMS regions namely Abudwak of Galmudug state and Badhan of Putland State-Somalia

Challenges encountered

The challenges faced by SNU during Strategic Plan period 2015-2020 are as follows:

- (i) Low staff morale and motivation to implement the strategic plan, because leaders do not care or do not actually implement the strategy.
- (ii) Limited budget that hindered implementation of some planned initiatives.
- (iii) Office capacity that has not been worked on or increased

Lessons learnt

The key lessons learnt by the institution during the period under review include:

- (i) Collaboration with stakeholders and continuous feedback is important for the successful implementation of SNU programs.
- (ii) Proactively engaging staff of the institution in development and implementation of the new strategic plan.
- (iii) There is need to develop Standard Operating Procedures (SOPs), Policies, Terms of Reference and Guidelines for key functional areas & personnel.

2.3 Environmental Scanning

In developing the 2025 – 2030 strategic plans, an analysis of the Institution's internal and external operating environment was undertaken as presented below:

2.3.1 External Environment Review

Political, Economic, Social-Cultural, Technological, Ecological and Legal (PESTEL) analysis was undertaken to assess the external environment under which SNU will be operating. The following sections summarize the key findings of the PESTEL analysis:

1. Political Environment

Political factors affecting the Somali National University in the context of a PESTEL analysis include the ongoing conflicts in the region, such as the Russia invasion of Ukraine, the Israel-Gaza conflict, and tensions between Israel and Iran. Additionally, internal threats from groups like Al-Shabab contribute to the overall political instability in Somalia.

The Somali government's focus on economic development and attracting foreign investment could impact the funding and resources available to the Somali National University. Improvements in Somalia's relationships with neighboring countries and international organizations may lead to more support for educational institutions like the Somali National University through bilateral agreements and regional cooperation on education initiatives.

These political factors will influence the university's ability to attract students, faculty, and resources, as well as shape its strategic partnerships and collaborations with other educational institutions both locally and internationally.

The Federal Republic of Somalia was admitted into the EAC bloc by the Summit of EAC Heads of State on 24th November, 2023 and became a full member on 4th March, 2024.

Key political environment implications on the Institutions include:

- ❑ **Funding and Resources:** Political instability in Somalia may impact the government's ability to provide sufficient funding and resources to the Somali National University for its operations, infrastructure development, and academic programs.
- ❑ **Policy Changes:** Shifts in government priorities towards economic development and foreign investment may result in changes to education policies and regulations, potentially affecting the university's autonomy and decision-making processes.
- ❑ **International Partnerships:** Improvements in Somalia's relationships with neighboring countries and international organizations could create opportunities for the Somali National University to establish strategic partnerships and collaborations with foreign institutions, enhancing its academic reputation and resources.
- ❑ **Security Concerns:** Ongoing conflicts and terrorism threats in the region, such as those posed by Al-Shabab, may impact the safety and security of students, faculty, and staff at the university, as well as the overall stability of the academic environment.
- ❑ **Migration Patterns:** Political factors influencing immigration policies in Somalia may impact the student body composition at the Somali National University, with potential implications for diversity, cultural exchange, and academic excellence.

2. Economic Environment

The global economic recovery from the COVID-19 pandemic, Russia's invasion of Ukraine, and the cost-of-living crisis is proving surprisingly resilient. Inflation is falling faster than expected from its 2022 peak, with a smaller-than-expected toll on employment and activity, reflecting favorable supply-side developments and tightening by central banks, which has kept inflation expectations anchored. At the same time, high interest rates aimed at fighting inflation and a withdrawal of fiscal support amid high debt are expected to weigh on growth in 2024¹.

Growth forecast in sub-Saharan Africa is projected to rise from an estimated 3.4 percent in 2023 to 3.8 percent in 2024 and 4.0 percent in 2025, as the negative effects of earlier weather shocks subside and supply issues gradually improve².

Somalia's economy is slowly recovering, but unemployment and poverty levels remain high, potentially driving emigration and lack of access to Education. Remittances from the Somali diaspora are a significant source of income, indicating a need to facilitate connections with expatriate communities. Efforts to attract foreign investment and skilled labor may necessitate more open educational policies for certain professions or industries.

Economic environment implications on the Institution include:

- ❑ Inflation changes may lead to price variations thereby affecting the procurement of goods and services and this may negatively impact the implementation of the planned policies, programs, and projects under this plan.
- ❑ Economic growth in Somalia will determine the level of allocation of resources to implement the planned policies, programs and projects.
- ❑ Availability of financial resources for the strategic plan may be limited due to fiscal constraints, budgetary limitations and competing demands from other sectors.

3. Social Environment

According to recent updates from the United Nations, the global human population has seen a significant increase over the years, with projections indicating a further rise to around 9.7 billion by 2050 and potentially peaking at nearly 10.4 billion by the mid-2080s. This growth trend underscores the importance of adapting educational institutions such as the Somali National University to cater to a larger and more diverse student population in the coming years.

Specifically looking at the educational landscape in Somalia, the challenges faced by Somali citizens, including political instability, conflict, and natural disasters, highlight the critical role that institutions like the Somali National University must play in providing quality education and training to address these issues. The Somali diaspora, comprising a significant portion of the population, can contribute to the

¹ International Monetary Fund, World Economic Outlook: Moderating Inflation and Steady Growth Open Path to Soft Landing, January 2024

² International Monetary Fund. 2024. *World Economic Outlook—Steady but Slow: Resilience amid Divergence*. Washington, DC. April.

university's educational initiatives by offering support, sharing knowledge, and fostering connections with communities both within Somalia and abroad.

In terms of financial support, remittances from the Somali diaspora, estimated to be substantial, can potentially be channeled towards educational programs at the Somali National University to enhance learning opportunities and infrastructure. This financial influx could aid in sustaining the university's academic activities and ensuring that students have access to the resources they need for their educational journey.

Overall, amidst the various challenges faced by Somalia and its citizens, the Somali National University stands as a beacon of hope, poised to leverage its resources and partnerships to provide impactful and sustainable education that addresses the needs of the nation and its people in the face of a growing global population.

Remittances are estimated to be between USD \$1.3 – 2bn per year, with some 40 % of households in the country estimated to receive these transfers for sustaining their basic needs³.

The key social environment implications on the Institution are as follows:

- ❑ **Access to education;** Factors such as socioeconomic status, location, and cultural norms can impact who is able to attend the university.
- ❑ **Diversity and inclusion;** The social environment at the Somali National University can impact the level of diversity and inclusion on campus, efforts to create a welcoming and inclusive environment for students from different backgrounds can promote a positive learning experience for all students.
- ❑ **Political influences;** Political instability and conflict can disrupt the normal functioning of the university and create challenges for students and faculty
- ❑ **Community engagement:** The social environment at the Somali National University can also be influenced by the level of community engagement and support for the university. Strong partnerships with local communities can enhance the university's impact and relevance within society.

4. Technological Environment

The use of social and digital media for public awareness and online applications for teaching and learning reflects the global trend toward leveraging technology for service delivery. With increased technological advancements, there are concerns about data breaches, information security, and the potential for social media to propagate myths on education and university's environment.

Somalia has limited technological infrastructure, which may hamper the adoption of digital solutions for higher education teaching.

³ <https://pro.drc.ngo/what-we-do/civil-society-engagement/diaspora-programme/somali-diaspora/#:~:text=Somalis%20are%20considered%20among%20the.women%20and%20men%20left%20behind.>

Key technological advancement has the following implications on the Institution:

- ❑ SNU plans to embrace technology by re-engineering existing systems, providing continuous staff training, and strengthening of the ICT directorate. This approach aims to enhance efficiency, reduce costs, and ensure the effective execution of the plan.
- ❑ On data security threats, SNU will implement robust data protection measures, conducting regular cybersecurity audits, and actively engaging with the public through accurate information dissemination to counter misinformation.
- ❑ Embracing technological advancements, such as digital platforms, E-learning methodology and surveillance systems, can enhance the efficiency and effectiveness in service delivery.
- ❑ Fast changing technology may render the current Information and Communication Technology (ICT) equipment at SNU obsolete thus reducing operational efficiency and service delivery.
- ❑ Automation and technological advancements may impact job markets and education patterns for certain skills or professions.

5. Ecological Environment

Climate-related hazards like floods, storms, and wildfires are already a major driver of global human capital development (education). Climate change requires governments and private sector to work together to reach net zero, adapt to shifts in climate already locked in by previous emissions, and do all of this in a way that supports economic development across the globe.

According to the Africa Economic Outlook, 2023, Somalia is highly susceptible to climate change, including droughts, floods, cyclones, and storm dust. Drought in 2022 caused crop and livestock failure, food insecurity, water scarcity, and loss of livelihoods, and displaced about 7.8 million people. Somalia has yet to fully harness its natural capital, including land, forests, coastline water and marine resources for fishing, minerals, and hydrocarbons.

Key Implications of Ecological Environment on the Institution are as follows:

- ❑ **Sustainability practices:** The ecological environment directly impacts the Somali National University's ability to implement sustainable practices on campus. Factors such as access to clean water, renewable energy sources, and waste management systems can influence the institution's efforts to reduce its environmental footprint.
- ❑ **Climate change resilience:** The ecological environment in Somalia, including the impact of climate change, can affect the Somali National University's infrastructure and operations. Planning for climate change adaptation and resilience measures is crucial for maintaining a safe and functional campus environment.
- ❑ **Biodiversity conservation:** Protecting natural habitats and wildlife in the surrounding areas can contribute to a healthier ecosystem and provide educational opportunities for students.
- ❑ **Natural disasters preparedness:** The Somali National University needs to consider the ecological environment in its preparedness for natural disasters such as floods, droughts, and earthquakes. Developing and implementing disaster response plans can help mitigate the impact of such events on campus and ensure the safety of students, faculty, and staff.

- ❑ **Community engagement in environmental conservation:** The ecological environment can provide opportunities for the Somali National University to engage with local communities in environmental conservation efforts. Collaborating on projects such as tree planting, clean-up campaigns, and environmental education can foster positive relationships and promote sustainable practices within the community.

6. Legal Environment

In the educational sector, the legal environment that guides the Somali National University's operations is shaped by various bodies of international and national law. These legal frameworks include international human rights law, educational standards and regulations, national education laws, and the Federal Constitution of Somalia.

International conventions and agreements, as well as regional treaties, form the basis for educational policies and practices at the Somali National University. The university operates within the legal framework established by the Federal Constitution and other relevant national laws, ensuring compliance with international standards and commitments.

The Somali National University is governed by legislation specific to the higher education sector, granting it the legal authority to operate as an academic institution. The university holds legal & public entity status, allowing it to engage in legal proceedings and enter into agreements with other entities to support its educational mission. These legal provisions enable the university to fulfill its mandate in accordance with national laws and regulations governing the education sector

Key Implications of the Legal Environment on the Institution are as follows:

- ❑ SNU will leverage the relevant legal instruments to reinforce its mandate and influence policy decisions at both national and international levels.
- ❑ Somalia's national laws and regulations related to higher education teaching and learning may require updates or revisions to align with current realities, industry trends, technological advancements and international standards.
- ❑ Adherence to international treaties and conventions on human rights and higher education procedures will be crucial.
- ❑ Potential legal challenges or judicial oversight may shape the implementation of SNU policies and procedures.
- ❑ There is a need to provide training for all Somali National University (SNU) staff, including administrative personnel, faculty members, and support staff. This training should also extend to key stakeholders within the university community, such as student organizations and academic departments. By equipping university staff with a consistent understanding of policies and procedures, we can ensure more effective and compliant implementation of university regulations and guidelines. Additionally, it is essential to offer training programs for university staff at all levels, including department heads, academic deans, and administrative personnel. This training will help foster a cohesive approach to governance, decision-making, and operational practices within the university, leading to greater efficiency and compliance. The goal is to create a unified understanding and application of university policies and regulations across all departments and levels of authority.

2.3.2 Internal Environment Review

The internal environment covered a review of SNU's leadership and governance, operational processes/model, infrastructure & technology and human capital (structure, staff establishment and skills).

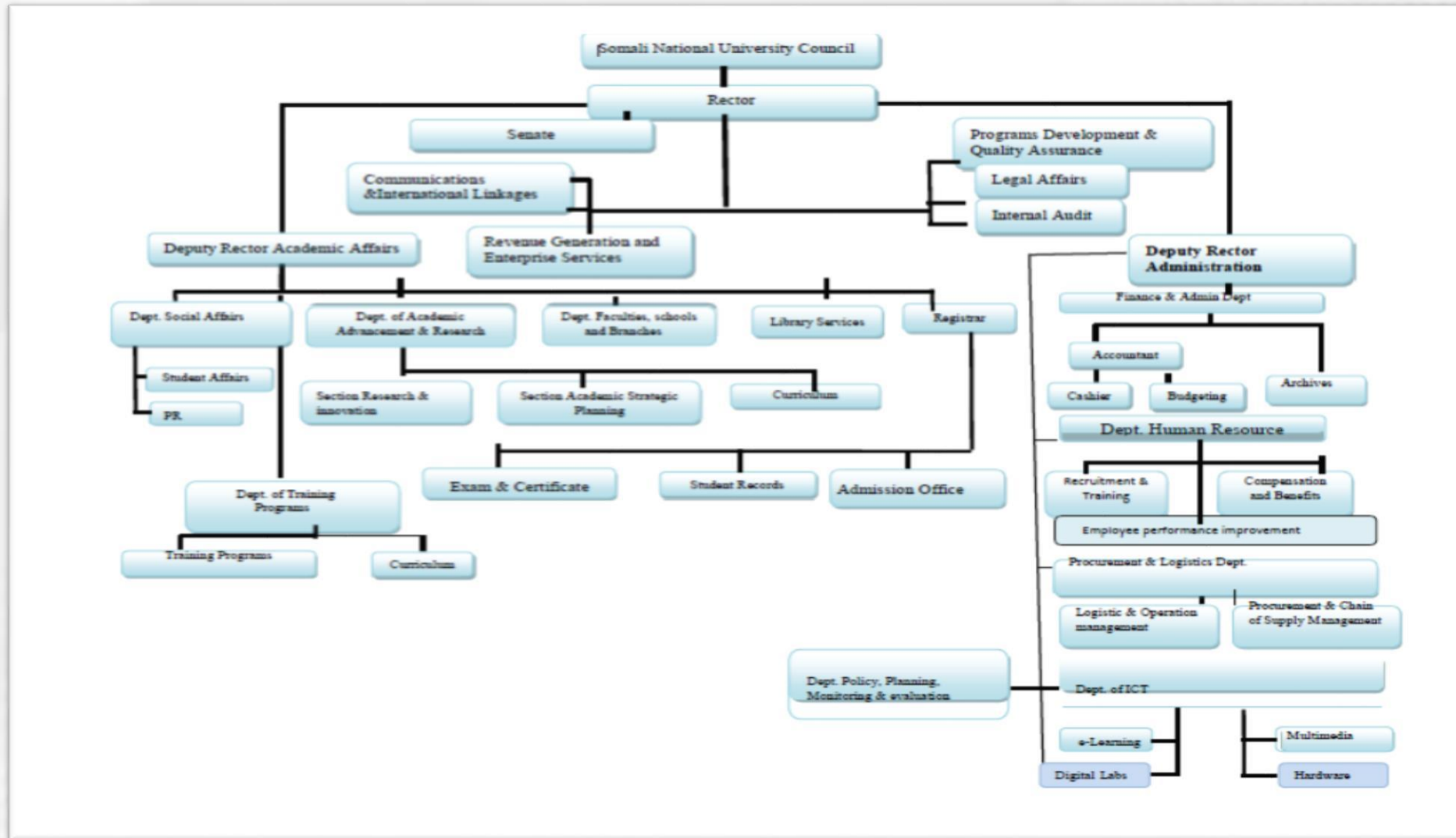
Governance and administrative structures

The institution has a strong leadership led by the Rector and supported by Deputy Rectors, Directors, Deans, HODs and Administrative Staff. In addition, there is a fully fledged internal audit function within the institution

The current structure (*as presented in Figure 2.1 below*) has the following shortcomings:

- (i) The legislation and policies is not cascaded and some of the staff may not be aware even the institution's legal procedures although there a Directorate specialized in this.
- (ii) There is duplication of duties due to lack of job description manual for each position to some extent.
- (iii) Redundancy and overlapping functions.
- (iv) Lack of reporting culture and performance management with clear KPIS and KRAs
- (v) University owned property is subject to personal/external usage other than those mandated for
- (vi) Revenue streamlines are not up to the mark, and dependent to the Govt. budget allocation
- (vii) Environment and facilities needs robust upgrading
- (viii) ICT and Innovation requires tremendous development
- (ix) Capacity building and other opportunities regarding student/faculty exchange programs are insufficient
- (x) International collaboration and networking needs some work
- (xi) Research outputs must be considered again and should be in line with the NTP and SDGs

Figure 2.1: SNU's Administrative Structure (ref: SNU HR Office)



Operational Processes

There are several milestones that have been made in the streamlining of internal processes such as automation of some processes and digitalization. However, there exists challenges such as; inadequate and/or obsolete technological infrastructure, internal bureaucracies, that could impact negatively on the implementation of the Strategic Plan.

Infrastructure and Systems

SNU has the following infrastructure and systems:

Item	Source of funding	Optimal Utilization Capacity
a) ICT Directorate	SNU	Medium productivity
b) ERP (Integrated System)	SNU	Medium productivity
c) Attendance system	SNU	Medium productivity
d) Studio/Well Equipped Facilities @SMPA	Govt./World Bank	Medium productivity

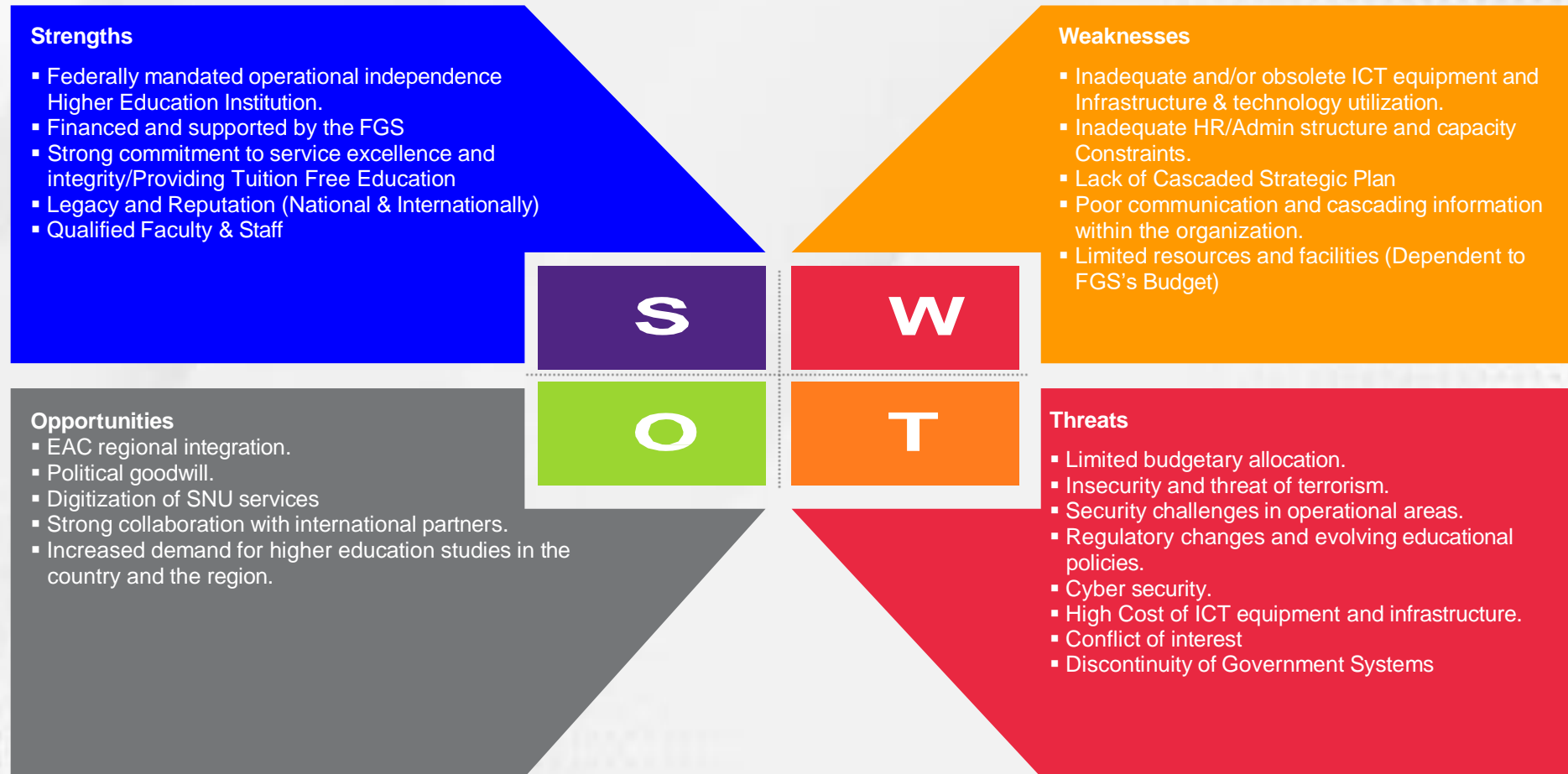
Staff Establishment and Capacity

SNU has a competent, dedicated and qualified staff/faculty members to implement its mandate. However, there is lack of cascaded policies & guidelines covering aspects such as staff establishment, training and development, career progression among others.

2.4 SWOT Analysis

SNU will capitalize on its strengths and exploit the available opportunities in a bid to overcome the weaknesses and reduce the impact of the threats. Figure 2.2 present the outcome of the SWOT analysis for the Institution.

Figure 2.2: SWOT Matrix



2.5 Stakeholder Analysis

The Strategic Plan takes cognizance of SNU's key stakeholders and their varied roles and expectations. The Institutions' expectations that need to be addressed by stakeholders have also been identified as summarized in Table 2.1 below.

Table 2.1: Stakeholder Analysis Matrix

Name of Stakeholder	Stakeholder Role	Stakeholder Expectation from SNU	SNU Expectation from the Stakeholder
External/Internal stakeholders			
Federal Government of Somalia	<ul style="list-style-type: none"> Provides funding and policy direction for the university Nominates the leadership of the university as per the law 	<ul style="list-style-type: none"> Efficient use of funds, adherence to government regulations and policies 	<ul style="list-style-type: none"> Timely disbursement of funds, support for academic and research initiatives
Parliament	<ul style="list-style-type: none"> Enact laws and regulations. Represents the will of the people, and exercises their sovereignty 	<ul style="list-style-type: none"> Adherence to the rule of Law. Implementation of SNU's mandate; and Research Data and information on educational developments & other issues for decision-making. Prudent use of appropriated funds. 	<ul style="list-style-type: none"> Enactment of legislation related to educational issues. Support budgetary allocation for SNU. Utilize SNU data and information in decision making. Support and champion for implementation of SNU Policies and programs.
Ministry of Finance, Federal Republic of Somalia	Managing the country's national finances	<ul style="list-style-type: none"> Prudent use of appropriated funds. Revenue collection, accurate financial reporting and adherence to budgetary guidelines 	<ul style="list-style-type: none"> Timely submission of financial documents, processing the budget allocation as per agreed promptly
Ministry of Foreign Affairs, Federal Republic of Somalia	Manage Somalia's Foreign Policy	<ul style="list-style-type: none"> Timely and accurate processing of visa applications for foreign nationals & SNU for exposure visits and exchange programs. 	<ul style="list-style-type: none"> Provide accurate and timely information about international agreements, treaties, and diplomatic relations that may impact educational policies.

Name of Stakeholder	Stakeholder Role	Stakeholder Expectation from SNU	SNU Expectation from the Stakeholder
			<ul style="list-style-type: none"> Facilitate coordination and information-sharing regarding foreign nationals entering or leaving Somalia.
Ministry of Education, Culture and Higher Education	Oversight and Regulation of Higher Education Institutions	<ul style="list-style-type: none"> Compliance with academic standards and regulations Consult with the ministry in higher level decision making including top management recruitment, expansion and investment related issues 	<ul style="list-style-type: none"> Support for educational opportunities Collaboration on policy development Scholarships and international linkages support
Faculty Members	Provide Quality Education, Curriculum Development and Conducting Research	<ul style="list-style-type: none"> Commitment to teaching and research excellence, as well as collaboration with colleagues 	<ul style="list-style-type: none"> Consistent professional & academic development
Students	Learn and Engage in Extracurricular Activities	<ul style="list-style-type: none"> Access to quality education, and resources for academic success 	<ul style="list-style-type: none"> Support for student organizations, adhere to student policies, seek opportunities for personal and professional growth
Alumni	Represent the University in the community & Provide Support	<ul style="list-style-type: none"> Engagement with alumni network and support for alumni initiatives in line with the institution's strategy 	<ul style="list-style-type: none"> Support the university, the students and faculty in your respective fields of work
Attorney General	Provision of Public Legal Services, Protection and Promotion of Human Rights and Upholding of Ethics and Integrity	<ul style="list-style-type: none"> Adherence to legal principles and due process in education and research-related decisions and proceedings. Provision of accurate and up-to-date legal Guidance on educational matters. 	<ul style="list-style-type: none"> Legal and advisory services -provide legal guidance and interpretations regarding educational laws and regulations. Represent the institution in legal proceedings or Disputes related to matters related to SNU.
Employers	Provide Job Opportunities for Graduates, Support Internships and Trainings	<ul style="list-style-type: none"> Well prepared and skilled graduates A curricular in line with industry practices-relevant 	<ul style="list-style-type: none"> Collaboration on internship programs Feedback on graduate performance in the workplace

Name of Stakeholder	Stakeholder Role	Stakeholder Expectation from SNU	SNU Expectation from the Stakeholder
University Administration	Manage Operations of the University (Strategic and Operational)	<ul style="list-style-type: none"> Effective leadership and strategic planning 	<ul style="list-style-type: none"> Professional administrative tasks and communication on university priorities
Ministry of Planning	The Ministry of Planning is Responsible for Formulating, Coordinating, and Monitoring the Implementation of National Development Plans and Policies.	<ul style="list-style-type: none"> Regular and accurate sharing of strategy and annual plans to inform national planning and policymaking. Ensuring that SNU's strategies and operations align with national development plans/NTP and priorities. Contribution to research and data analysis efforts, providing insights and information relevant to educational practices. 	<ul style="list-style-type: none"> Provision of clear guidance on national development priorities and policies to ensure that SNU's activities align with broader national goals. Facilitate the integration of SNU's policies and programs into national development strategies, ensuring cohesive and comprehensive planning across sectors. Provide access to national research, data, and analytical insights that can enhance SNU's evidence-based decision-making and policy formulation.
Media	Inform the public	<ul style="list-style-type: none"> Collaboration and partnership in the dissemination of SNU information positively. Timely and reliable data and information on educational practices. Adherence to the rule of law. 	<ul style="list-style-type: none"> Active collaboration and partnership in the dissemination of SNU information. Awareness creation on SNU reputation and importance for the Somali community at large. Boost credibility and authenticity through positive media coverage.
Citizens/General public	<ul style="list-style-type: none"> Seek services/education Provide feedback. 	<ul style="list-style-type: none"> Provide feedback on service delivery. Positive impact of the community 	<ul style="list-style-type: none"> Compliance with SNU laws and regulations Support for community projects and engagement
Suppliers and contractors	Continuous provision of quality goods and services	<ul style="list-style-type: none"> Timely payments for the goods and services supplied. Compliance with public procurement laws and Ethical practices. 	<ul style="list-style-type: none"> Provide quality goods and services. Compliance with public procurement laws and ethical practices.
Ministry of Health	Oversees public health policies, healthcare education, and medical research.	<ul style="list-style-type: none"> High-quality graduates in health-related fields, innovations in public health research, and collaboration on health programs and services. 	<ul style="list-style-type: none"> Support for health programs, funding for medical research, and integration of SNU graduates into healthcare systems

Ministry of Livestock, Range & Forestry	Responsible for livestock health, production, and veterinary services.	<ul style="list-style-type: none"> Research and training in veterinary sciences and livestock management, and engagement in sustainable development practices. 	<ul style="list-style-type: none"> Collaborative research opportunities and practical placements for students in livestock management
Ministry of Energy & Water Resources	Manages energy, water resources, environmental conservation, and mineral extraction policies.	<ul style="list-style-type: none"> Research on energy, sustainable water management and mineral resource development; training programs focused on energy, environmental science etc. 	<ul style="list-style-type: none"> Access to data and research results for academic use and opportunities for students in fieldwork
Ministry of Agriculture & Irrigation	Develops agricultural policies and oversees irrigation projects.	<ul style="list-style-type: none"> Graduates in agricultural sciences and research that enhances food production and management practices 	<ul style="list-style-type: none"> Partnership in agricultural research initiatives and support for student internships in agricultural settings.
Ministry of Commerce & Industry	Promotes trade, industry, and economic development policies.	<ul style="list-style-type: none"> Programs and graduates that align with industry needs and entrepreneurship education. 	<ul style="list-style-type: none"> Support for entrepreneurial initiatives and collaborations leading to job creation for graduates
Ministry of Telecommunication & Posts	Governs telecommunications policies and postal services.	<ul style="list-style-type: none"> Development in telecommunications, IT education programs, and research on digital connectivity 	<ul style="list-style-type: none"> Infrastructure support for internet connectivity and collaboration on ICT projects that enhance learning experiences
Ministry of Information, Tourism and Culture	Oversees information dissemination, tourism development, and the preservation of cultural heritage	<ul style="list-style-type: none"> Programs focused on media studies, cultural heritage preservation, and tourism management that can promote Somalia's identity and attract visitors. 	<ul style="list-style-type: none"> Collaboration on cultural initiatives, support for research in tourism and media, and assistance in promoting SNU's programs and events to a broader audience

CHAPTER THREE STRATEGIC DIRECTION

3.1 Overview

This Chapter describes the strategic direction of SNU over the next five-year planning horizon. It presents the strategic issues, goal and key result areas that will drive the achievement of the SNU's mandate, mission and vision.

3.2 Mandate and Core Functions

The Somali National University of Somalia is mandated to provide tuition-free higher education to Somali Students across various fields of study in accordance with the constitution of the Federal Republic of Somalia and other Laws of the Country & those of the University itself.

Emanating from the mandate, the functions of SNU are to:

- Offering undergraduate and postgraduate degree programs in various disciplines
- Conducting research in collaboration with industry and government partners
- Providing continuing education and professional development programs
- Promoting community engagement and outreach initiatives
- Providing a platform for intellectual discourse and academic exchange
- Contribute to the development of the country through higher education and research
- Foster critical thinking, research skills & innovation among students

3.3 Vision

SNU aspires to be a world-class public university that excels in education, innovation, research, community outreach, and technology transfer and develops the world's most promising students and most outstanding staff, benefiting society as a whole.

3.4 Mission

To provide relevant education and research programs through the creation, dissemination, and curation of knowledge so as to produce the required professional human resources necessary for addressing the socio-economic, political, cultural, scientific, and technological needs of the country.

3.5 Strategic Goals/Key Result Areas-KRAs

- (i) Expanding and Achieving Academic Excellence;
- (ii) Promoting Research and Fostering Collaborations;
- (iii) Ensuring Financial Sustainability
- (iv) Enhancing the Campus Experience and Infrastructure
- (v) Strengthening Governance and Internal Control Mechanisms
- (vi) Embracing Digital Transformation in the University

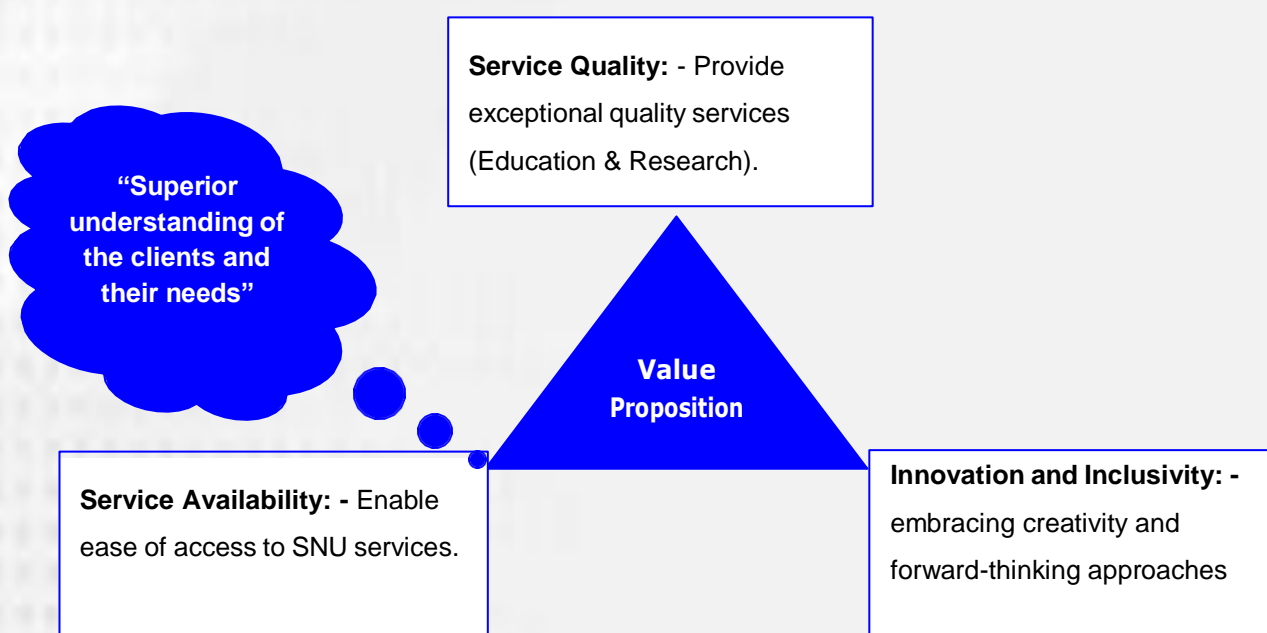
3.6 Core Values

SNU will uphold the following core values in service delivery:

- i. **Excellence:** Commitment to high-quality education and research.
- ii. **Integrity & Accountability:** Upholding honesty, transparency, and ethical conduct.
- iii. **Inclusivity:** Embracing diversity and creating an inclusive environment.
- iv. **Innovation:** Encouraging creativity and forward-thinking approaches.
- v. **Collaboration:** Valuing teamwork and partnerships with external stakeholders.
- vi. **Social Responsibility:** Serving the needs of Somali society through education and research.

3.7 Value Proposition

Value Proposition is a promise of value to be delivered and a belief from the client perspective of value that will be experienced. SNU's value proposition is centered on:



3.8 Quality Policy Statement

SNU is committed to delivering high quality services related to education & research in accordance with the constitution of the Federal Republic of Somalia and other Laws of the Country. To achieve this, SNU will;

- (i) Identify and understand stakeholder's needs and expectation;
- (ii) Provide services that meet or exceed our clients expectation;
- (iii) Develop and equip a team of highly qualified staff through continuous capacity building;
- (iv) Develop Quality Management Policy, empower the Directorate of Quality Assurance & Development and also continuously improve on the implementation of processes & SOPs; and
- (v) Ensure that quality objectives associated with this quality policy are established and regularly reviewed for continued stability.

3.9 Key Result Areas/Focus Areas

Key Result Areas (KRAs) are the pillars of excellence which the Institution will seek to focus on during the plan period in order to realize its vision and deliver value to stakeholders.

KRA 1

Expanding and Achieving Academic Excellence;

Under this focus area, Somali National University is committed to enhancing academic offerings, faculty expertise, and research capabilities, ensuring a high-quality educational experience. Through strategic growth and innovative curriculum development, SNU prepares students for success in their chosen fields.

KRA 2

Promoting Research and Fostering Collaborations

Somali National University is dedicated to promoting research and fostering collaborations by encouraging faculty and students to engage in impactful research projects and partnerships with external stakeholders. Through these efforts, SNU aims to advance knowledge creation, solve complex societal challenges, and contribute to the development of Somalia.

KRA 3

Ensuring Financial Sustainability

Ensuring Financial Sustainability is a vital KRA for Somali National University, which involves implementing sound financial management practices to secure long-term funding stability. By optimizing resources, diversifying revenue streams, and establishing efficient budgeting processes, SNU aims to sustainably support its academic and operational needs while ensuring the university's continued growth and success.

KRA 4

Enhancing the Campus Experience and Infrastructure

Enhancing the Campus Experience and Infrastructure at Somali National University involves improving facilities, amenities, and services to create a conducive and enriching environment for students, faculty, and staff. By investing in campus enhancements, modernizing infrastructure, and prioritizing the overall campus experience, SNU aims to foster a vibrant and dynamic learning environment that promotes academic excellence and overall well-being within the university community.

KRA 5

Strengthening Governance and Internal Control Mechanisms

Strengthening governance and internal control mechanisms at Somali National University is crucial for promoting transparency, accountability, and efficiency. This involves implementing policies and procedures to manage resources, reduce fraud, and ensure compliance with regulations. Internal controls help safeguard assets, ensure financial integrity, and mitigate risks. By enhancing governance and internal controls, the university can maintain credibility and achieve its mission of providing quality education and research services to the Somali community.

KRA 6

Embracing Digital Transformation in the University

Embracing digital transformation at Somali National University involves integrating advanced technologies to modernize operations and enhance the educational experience. This includes adopting online learning platforms, digital libraries, and virtual collaboration tools, as well as upgrading IT infrastructure and providing training for staff and students. By embracing digital transformation, the university can streamline processes, improve accessibility, and prepare students for the modern workforce.

CHAPTER FOUR

IMPLEMENTATION AND COORDINATION FRAMEWORK

4.1 Overview

This chapter provides the implementation and coordination framework for the strategic plan. It outlines the action plan and risk management framework.

4.2 Implementation Matrix

The implementation matrix covers the strategic objectives, the strategies, activities, output indicators, timeline and resource requirement, and implementing actors as presented in **Annex 1** of this plan:

Implementation Matrix for the KRAs

Key Result Area 1: Expanding and Achieving Academic Excellence

Strategy	Expected Outcomes	Proposed Actions	KPIs	Time Frame	Resources	Owner/Implementing Actor
To expand academic offerings and enhance educational quality to achieve academic excellence at SNU	Increased academic reputation, improved student outcomes, and enhanced research capabilities.	<ul style="list-style-type: none"> Identify new academic programs aligned with industry demands and national development priorities. Enhance teaching methodologies and promote a culture of research and innovation among faculty and students. Establish partnerships with international universities for knowledge exchange and collaborative research projects. Upgrade facilities and resources to support advanced learning and research activities. 	<ul style="list-style-type: none"> # of New Academic Programs Introduced Faculty/Student Research Publications Ranking in National & International Academic Assessments 	3-5 years	<ul style="list-style-type: none"> Funding for programs development Faculty development programs Research grants and collaborations Marketing and outreach activities to attract students to new programs 	The Rector

Key Result Area 2: Promoting Research and Fostering Collaborations

Strategy	Expected Outcomes	Proposed Actions	KPIs	Time Frame	Resources	Owner/Implementing Actor
To promote a culture of research excellence and establish collaborations with national and international institutions to enhance research capabilities at SNU	Increased research output, enhanced academic reputation, and impactful collaborations leading to knowledge exchange and innovation.	<ul style="list-style-type: none"> Establish research centers focusing on key national development areas Facilitate interdisciplinary research projects among faculty and students Forge partnerships with industry stakeholders for applied research opportunities Organize research symposiums and conferences to showcase university research achievements. Establish University owned Journals with DOI, ISSN which is registered in Scopus and Web of Science etc. 	<ul style="list-style-type: none"> # of Research Publications in Peer-reviewed Journals \$ of Research Funding Secured # of Collaborations with International Institutions 	2-4 years	<ul style="list-style-type: none"> Research grants and funding opportunities. Infrastructure for research facilities and equipment. Networking events and platforms for collaboration. Training programs for faculty and students in research methodologies. Establishment of committee comprising faculty members, researchers and consultants in this field to oversee the establishment process 	Dy. Rector(Academics)/ Directorate of Research

Key Result Area 3: Ensuring Financial Sustainability

Strategy	Expected Outcomes	Proposed Actions	KPIs	Time Frame	Resources	Owner/Implementing Actor
To enhance financial sustainability by diversifying revenue streams, optimizing budget utilization, and leveraging university assets to ensure long-term financial stability at Somali National University.	Improved financial health, reduced dependency on government funding, and increased investment in academic programs and infrastructure.	<ul style="list-style-type: none"> Develop a sustainable financial plan that includes revenue diversification strategies. Optimize budget allocation through cost-saving measures and efficiency improvements. Explore opportunities to generate income from university-owned properties and assets. Establish partnerships with industry, government, and donors for funding and sponsorships. 	<ul style="list-style-type: none"> % Increase in Revenue from Non- Govt. Sources Reduction in Operational Costs Income Generated from University Properties & Assets 	3-5 Years	<ul style="list-style-type: none"> Comprehensive financial planning & experts to contribute Budget optimization tools & systems (Integrated ERP System) Real estate experts for property management & Development initiatives Fundraising and partnership development dedicated team/office 	Dy. Rector (Admin and Finance)

Key Result Area 4: Enhancing the Campus Experience and Infrastructure

Strategy	Expected Outcomes	Proposed Actions	KPIs	Time Frame	Resources	Owner/Implementing Actor
To create a conducive and modern campus environment by improving infrastructure, facilities, and services to enhance the overall experience for students, faculty, and staff at SNU.	Enhanced campus aesthetics, improved facilities, and a positive environment that fosters learning, research, and collaboration.	<ul style="list-style-type: none"> Upgrade existing infrastructure such as classrooms, laboratories, and libraries Enhance campus amenities including recreational areas, Mosques, cafeterias, and student/faculty lounges. Implement green initiatives for sustainability and energy efficiency. Develop a campus beautification plan to enhance the overall aesthetic appeal. Re-claim SNU's owned property and plan to enhance productivity accordingly 	<ul style="list-style-type: none"> % Increase in Student/Faculty Satisfaction with Campus Facilities # of Infrastructure Upgrades Completed Energy Savings Achieved Through Green Initiatives 	2-3 Years	<ul style="list-style-type: none"> Budget allocation for infrastructure upgrades and renovations. Project management team for planning and execution. Sustainability experts for green initiatives. Feedback mechanisms for monitoring student and staff satisfaction 	Campus Director (s) or/Management Team

Key Result Area 5: Strengthening Governance and Internal Control Mechanisms

Strategy	Expected Outcomes	Proposed Actions	KPIs	Time Frame	Resources	Owner/Implementing Actor
To enhance governance practices and internal control mechanisms to ensure transparency, accountability, and effective decision-making at SNU.	Improved governance structure, enhanced internal controls, and increased compliance with regulatory requirements, leading to efficient and ethical operations.	<ul style="list-style-type: none"> Review and update governance policies and procedures to align with best practices. Implement internal control mechanisms to mitigate risks and prevent fraud. Conduct regular audits to assess compliance and effectiveness of controls. Provide training on governance and compliance for staff and faculty. 	<ul style="list-style-type: none"> # of Internal Control Improvements Implemented Reduction in audit findings related to governance and internal controls. 	1-2 Years	<ul style="list-style-type: none"> Governance experts and consultants for policy review and implementation. Fully functional Internal Audit team/dept. for control assessments and audits. Training programs on governance and compliance for staff. Technology tools for monitoring and reporting on internal controls. 	Compliance/Legislation Directorate

Key Result Area 6: Embracing Digital Transformation in the University

Strategy	Expected Outcomes	Proposed Actions	KPIs	Time Frame	Resources	Owner/Implementing Actor
To integrate digital technologies and innovative solutions across all university operations to enhance efficiency, collaboration, and student engagement,.	A digitally-driven university ecosystem that leverages technology to streamline processes, improve communication, and enhance learning experiences for students and staff, aligning with market trends and meeting the needs of all stakeholders	<ul style="list-style-type: none"> • Conduct a comprehensive assessment of current digital capabilities and identify areas for improvement. • Implement digital tools and platforms for online learning, communication, and administrative functions. • Provide training and support for staff, including senior/old members, to enhance digital literacy and adoption. • Establish a digital transformation task force to drive innovation and monitor progress. 	<ul style="list-style-type: none"> • Increase in the adoption rate of digital tools and platforms. • Improvement in operational efficiency through digital transformation. • Enhanced student satisfaction with digital learning experiences. • % of automated processes 	1-2 Years	<ul style="list-style-type: none"> • IT experts for technology assessment and implementation. • Training programs on digital literacy for staff members. • Change management consultants to facilitate the transition to digital practices. • Student feedback mechanisms for monitoring satisfaction with digital initiatives. 	ICT Directorate

Balance Scorecard: Strategic Objectives, KPIs & Targets: Financial

Objective	Intended Result	KPIs	Owner/Implementer	Contributing Owner	Baselines	Targets
Improve Financial Sustainability	Improve Financial Sustainability and Increase Revenue Generation for SNU.	<ul style="list-style-type: none"> % increase in revenue generation compared to the previous year (s) Net profit margin growth Number of new revenue streams implemented Cost reduction % achieved 	<ul style="list-style-type: none"> Director of Admin & Finance 	Dy. Rector Admin & Finance	<ul style="list-style-type: none"> Current revenue generation sources and streams Financial performance data for the last fiscal year (s) 	<ul style="list-style-type: none"> Increase revenue by 15% within the first year through the implementation of new revenue-generating initiatives. Achieve a net profit margin growth of 10% by optimizing expenditure and revenue streams. Introduce at least three new revenue streams, such as partnerships, sponsored research projects, or online courses, within the next two years. Reduce operational costs by 5% annually through efficiency measures and cost-saving strategies.
Cost Optimization	Enhance operational efficiency & financial sustainability at SNU	<ul style="list-style-type: none"> % Reduction in operating costs Cost savings through process improvements # of cost optimization initiatives successfully implemented 	<ul style="list-style-type: none"> Director of Admin & Finance 	Head, Admin & Finance	<ul style="list-style-type: none"> Current operating cost and expenditure breakdown 	<ul style="list-style-type: none"> 10% reduction in operating costs within the 1st year Successfully implement at least five cost optimization initiatives such as; energy saving measures, procurement efficiency etc.

Strategy	Expected Outcomes	Proposed Actions	KPIs	Time Frame	Resources	Owner/Implementing Actor
Construction and equipping of laboratories and study rooms in the following faculties: a) Faculty of Medicine Laboratory b) Faculty of Nursing Laboratory c) Computer labs in the Faculty of Science d) Faculty of Journalism Library e) Faculty of Journalism Studio	Enhancement of educational and research infrastructure, students benefiting from modern equipment	Construction and equipping of laboratories and study rooms, implementation of modern technology systems	Number of laboratories and study rooms built, students benefiting	2-3 years	engineers, technological equipment	University Administration,
Construction of modern sports facilities for students	Prevention of health issues, enhancement of students' sports skills	Construction of modern sports facilities suitable for various sports	Number of sports facilities built, students utilizing them	1-2 years	engineers, construction materials	University Administration, Engineers, Ministry of Sports
Establishment of the SNU Research & Development Center	Advancement of research and innovation among students and faculty	Construction of the research center, equipping, and support of research projects	Number of research projects completed, researchers involved	3-5 Years	technological equipment, researchers	University Administration, Faculties
Expansion of educational opportunities to regional states: Jubaland, Southwest, and Hirshabelle	Providing educational opportunities across the country, increasing literacy rates	Opening educational offices, supporting students from regional states	Number of students from these regions enrolled	3-5 Years	educational offices, teachers	University Administration, Regional Governments, Ministry of Education
Construction of housing for international faculty members	Attracting highly qualified international faculty, improving education quality	Construction and equipping of housing for international faculty	Number of international faculty recruited	3-5 years	engineers, construction materials	University Administration
Preservation and continuous acquisition of immovable assets for the university	Protection of university immovable assets, improved asset management	Development of a plan for immovable assets, recovery of lost assets	Amount of immovable assets recovered	1-5 years	legal experts, asset recovery	University Administration, Ministry of Education, SNU Senate
Relocation of the Gaheyr Campus wall	Enhancement of campus security, expansion of the campus	Redesign and construction of the new campus wall	Completion of the new wall construction	1-5 years	engineers, construction materials	University Administration, Ministry of Education, SNU Senate
Equipping the Faculty of Science Applied Chemistry Laboratory	Enhancement of chemistry education, improvement of scientific research	Purchasing laboratory equipment, equipping the lab, training on equipment use	Number of equipment purchased and labs equipped	2-5 years	scientific equipment, faculty	University Administration,
Increasing by 30% the academic qualifications of university faculty, particularly PhD degrees	Improvement in education quality, enhancement of research output	Training programs and academic qualification upgrades for faculty	Number of faculty obtaining PhD degrees	1-5 years	Scholarships with international universities	University Administration, Ministry of Education

Balance Scorecard: Strategic Objectives, KPIs & Targets: Stakeholder/Citizen

Objective	Intended Result	KPIs	Owner/Implementer	Contributing Owner	Baselines	Targets
Enhance Student Satisfaction	Improve overall student experience and satisfaction at SNU	<ul style="list-style-type: none"> Student satisfaction survey score 	<ul style="list-style-type: none"> Student Affairs 	Academic Affairs	<ul style="list-style-type: none"> Current student satisfaction ratio 60% Academic Support 30% Campus Facility 20% 	<ul style="list-style-type: none"> Increase student satisfaction ratio by 10% yearly Academic Support 15 % annually Campus Facility 10 % annually
Strengthen Industry Partnerships	Develop mutually beneficial partnerships with industry stakeholders to enhance academic programs and provide students with practical skills	<ul style="list-style-type: none"> # of industry partnerships with fully executed MOUs 	<ul style="list-style-type: none"> Social Affairs 	Academic Affairs	<ul style="list-style-type: none"> 10 Partnerships 	<ul style="list-style-type: none"> Increase current industry partnerships and close working relationships by 10% annually (effective MOUs)

Balance Scorecard: Strategic Objectives, KPIs & Targets: Internal Process

Objective	Intended Result	KPIs	Owner/Implementer	Contributing Owner	Baselines	Targets
Improve Curriculum Development & Innovation	Enhance the quality and relevance of academic programs offered by SNU through innovative curriculum development approaches	<ul style="list-style-type: none"> • # of new programs introduced • Student feedback on curriculum satisfaction • % of graduates who are employed 	<ul style="list-style-type: none"> • Academic Affairs 	<ul style="list-style-type: none"> • Curriculum Committee/ Academic Council 	<ul style="list-style-type: none"> - 45 programs - 60% - 30% 	<ul style="list-style-type: none"> • 60 programs (Undergraduate, Postgraduates) – 3 Program yearly • 20% yearly • 60%
Streamline Administrative Processes	Increase efficiency and effectiveness of administrative operations within SNU	<ul style="list-style-type: none"> • Average time taken to complete administrative tasks • % of Automated processes 	<ul style="list-style-type: none"> • Admin & Finance Directorate • 	ICT Directorate	<ul style="list-style-type: none"> - Min Week/Task 	<ul style="list-style-type: none"> • Reduce average time to 3 days, • Achieve 60% reduction in paperwork and manual processes by the end of the fiscal year (2025)

Balance Scorecard: Strategic Objectives, KPIs & Targets: Organizational Capacity

Objective	Intended Result	KPIs	Owner/Implementer	Contributing Owner	Baselines	Targets
Faculty Development and Engagement	Enhance the professional growth and engagement of faculty members SNU to improve teaching quality and academic performance.	<ul style="list-style-type: none"> - # of faculty workshops/seminars conducted - Faculty satisfaction survey score on professional development opportunities (Conferences, Research Grants, Teaching and Learning Communities, Online Learning and Webinars) - Increase in faculty retention rate 	<ul style="list-style-type: none"> • Human Resources Directorate • Quality Assurance 	<ul style="list-style-type: none"> • Academic Affairs 	<ul style="list-style-type: none"> - Current number of faculty workshops/seminars conducted. - Current faculty satisfaction survey score on professional development opportunities - Current faculty retention rate 80% 	<ul style="list-style-type: none"> • Achieve a higher number of faculty workshops/seminars conducted by year-end. • Improve faculty satisfaction survey score on professional development opportunities within two years. • Increase faculty retention rate to a higher percentage yearly 100%
Enhance Research & Innovation Capacity	Strengthen the research capabilities and promote innovation at SNU to contribute to knowledge creation and societal development	<ul style="list-style-type: none"> • # of Research grants secured • # of publications in reputable journals • # of Journals owned by SNU with DOI, ISSN as well as registered in Scopus & Web of Science-indexed 	<ul style="list-style-type: none"> • Directorate of Research 	<ul style="list-style-type: none"> • Faculty Members • Research Centers 	<ul style="list-style-type: none"> - Current number of publications in reputable journals 	<ul style="list-style-type: none"> • Increase research publications to 2 publications / Faculty in reputable journals per year • Register 1 journal owned by SNU with DOI, ISSN, and in Scopus & Web of Science within 5 years

Balance Scorecard: Strategic Initiatives & Project Prioritization:

Financial Perspective

Objective	Strategic Initiative/Projects/Tasks	Owner	Contributing Owner	Timeframe (yr 1-5)	Budget
Financial Sustainability	<ol style="list-style-type: none"> 1. Diversify revenue streams: alternative sources of income other than the govt. allocated budget, (offering executive education programs, PD courses, continuing education programs for working professionals, commercialize research and intellectual/other property owned by SNU) 2. Cost management: implement cost saving measures by optimizing energy usage, operational efficiency & streamline procurement processes to reduce unnecessary expenses 3. Alumni relations & fundraising: 4. Grants and research funding: strengthen efforts to secure research grants & attract funding from national & international organizations 5. Partners with industry: foster strategic partnerships with industry stakeholders to collaborate with research projects, sponsorships & knowledge exchange 6. Financial transparency and reporting: 7. Long-term financial planning: 8. Budget allocation and performance management 	Directorate of Admin and Finance	Planning Office Social Affairs Research Directorate	1-5	
Cost Optimization	<ul style="list-style-type: none"> • Energy efficiency: implement energy saving measures, solar plants etc. to reduce utility costs • Procurement optimization: centralize procurement processes, negotiate bulk agreements & leverage technology • Technology integration: invest In tech solutions ERP systems, digital document management and automated workflow for better operational efficiency • Space utilization: conduct space utilization analysis to optimize classroom & office space usage, consolidate underutilized areas and rent it for income generation • Sustainability initiatives: implement sustainable practices such as waste reduction, recycling programs, & water conservation measures to reduce operational costs • Financial controls and reporting: strengthen financial controls, establish budget monitoring mechanisms & conduct regular financial review 	Directorate of Admin and Finance	Social Affairs	1-5	

Stakeholder Perspective

Objective	Strategic Initiative/Projects/Tasks	Owner	Contributing Owner	Timeframe (yr 1-5)	Budget
Enhance Student Satisfaction	<ul style="list-style-type: none"> Implement a student feedback system to gather and analyze input on academic programs, support services, and overall campus experience. Enhance student engagement through extracurricular activities, student organizations, and leadership development programs. Develop and implement a comprehensive student support program to address academic, personal, and career-related needs. (Career Counselling Centers, Job Placement etc.) Regularly review and update the curriculum to ensure it meets the evolving needs and expectations of students. Provide professional development opportunities for faculty and staff to enhance teaching and support services. 	Directorate of Social/Student Affairs	Academic Affairs & Deans	1-5	
Strengthen Industry Partnerships	<ul style="list-style-type: none"> Establish corporate advisory boards with industry leaders to provide input on curriculum relevance and career readiness of graduates. Develop internship and cooperative education programs to provide students with practical work experience in relevant industries (Job Placement Offices, ORIC etc.) Facilitate collaborative research projects and knowledge exchange with industry partners. Create career fairs, networking events, and mentoring programs to connect students with potential employers. Offer professional development opportunities for faculty to stay updated with industry trends and requirements 	Directorate of Social/Student Affairs	Academic Affairs & Deans	1-5	

Internal Process Perspective

Objective	Strategic Initiative/Projects/Tasks	Owner	Contributing Owner	Timeframe (yr 1-5)	Budget
Improve Curriculum Development & Innovation	<ul style="list-style-type: none"> Establish fully functional Curriculum Development Committee to review and update existing programs, identify emerging trends, and incorporate innovative teaching methodologies. Introduce new interdisciplinary programs and courses that address current and future industry demands (Data Science/Analytics, Innovation & Entrepreneurship, Renewable Energy & Sustainability, Tourism & Hospitality, Food Security, Conflict Resolution & Peace Studies, Human Psychology etc.) Enhance technology integration in curriculum delivery to promote interactive and engaging learning experiences. Develop partnerships with international universities and organizations to bring global perspectives into the curriculum. Implement a system for continuous assessment and improvement of academic programs based on student feedback and industry input. 	Academic Affairs	Deans & Directors Quality Assurance	1-5	
Streamline Administrative Processes	<ul style="list-style-type: none"> Conduct a comprehensive review of administrative workflows and procedures to identify inefficiencies and areas for improvement. Implement an integrated information management system to streamline communication, data sharing, and decision-making processes across departments. Provide training and support for staff to enhance their skills in project management, communication, and problem-solving. Standardize administrative policies and procedures to ensure consistency and efficiency in operations. Establish a Continuous Improvement Task Force/Institutional Development Committee to monitor, evaluate, and optimize administrative processes on an ongoing basis. 	Directorate of Admin & Finance	Directors and Deans Quality Assurance	1-5	

Organizational Capacity/Learning & Growth Perspective

Objective	Strategic Initiative/Projects/Tasks	Owner	Contributing Owner	Timeframe (yr 1-5)	Budget
Faculty Development and Engagement	<ul style="list-style-type: none"> Establish a Faculty Development Center/enhance School of MPA to provide professional development opportunities, mentoring programs, and resources for faculty members. Implement a faculty recognition program to acknowledge and reward teaching excellence, research contributions, and service to the university. Facilitate interdisciplinary collaboration among faculty members through research projects, teaching partnerships, and cross-departmental initiatives. Offer sabbatical opportunities and research grants to support faculty in pursuing advanced degrees, conducting research, and attending conferences. Create a platform for ongoing communication and feedback between faculty and university leadership to address issues and enhance engagement. 	Academic Affairs	Rector, Deputy Rectors, Deans & Directors Quality Assurance	1 -5	
Enhance Research & Innovation Capacity	<ul style="list-style-type: none"> Establish a Research & Innovation Center to promote a culture of research excellence, foster collaboration, and support interdisciplinary research projects. Provide funding for research grants, equipment, and facilities to enhance the research infrastructure and capacity at the university. Develop partnerships with industry, government agencies, and non-profit organizations to leverage resources and expertise for research projects. Support the dissemination of research findings through publications, conferences, and community engagement activities. Organize workshops, seminars, and symposiums to stimulate innovation, creativity, and knowledge sharing among researchers and students. 	Academic Affairs	Directors and Deans	1-5	

4.3 Risk Management Framework

SNU will implement a risk management framework that will assist it to continuously assess and manage risks that could affect the achievement of its objectives during the planning period. This will be achieved through:

- (i) Risk identification/ profiling, monitoring and response/ mitigation.
- (ii) Linking the risk management framework to the strategic plan.
- (iii) Setting out action plans on how to implement the risk management framework.

A summary of the risks that SNU is likely to face during the implementation of this Strategic Plan and corresponding mitigation measures are presented in Table 4.1 below:

Risk Rating Criteria and color codes:

Likelihood

Likelihood is the probability that an adverse event, which could cause materialization of the risk, may occur. Rated on a scale of either high, medium or low:

H - Repeated incidences: Event is almost certain will occur or already occurred

M - Possible: Event is as likely as not to occur

L - Almost impossible: Event unlikely to occur

Impact

Impact is the potential loss to the organization should the risk materialize. Rated on a scale of either high, medium or low:

H – Critical loss: Threatens the success of the Institution

M – Medium loss: Notable impact on time, cost or quality of SNU activities

L – Minor loss: Negligible impact of Age SNU activities

Color Codes

Color Code	
	High (H)
	Medium (M)
	Low (L)

Table 4.1: Risk Assessment and Management Framework

Risk Category	Risk Description	Likelihood			Impact			Overall Risk Level			Risk Mitigation	Responsibility
		H	M	L	H	M	L	H	M	L		
Legal risk	Changes in laws and regulations.		Yellow			Yellow			Yellow		<ul style="list-style-type: none"> Create awareness to stakeholders. 	Rector and Deputies
	Non-compliance with the law.			Green		Green			Green		<ul style="list-style-type: none"> Sensitization to stakeholders. Enforcement of the law. 	
Financial risk	Inadequate funds to deliver on SNU mandate.	Red			Red			Red			<ul style="list-style-type: none"> Implement the resource mobilization strategy. Optimization of own-source revenue generation. Prudence management of funds. 	Rector and Deputies
Strategic risk	Inadequate coverage across the Country and inadequate public awareness of SNU mandate and services.		Yellow		Red				Yellow		<ul style="list-style-type: none"> Produce high skilled graduates Produce and publish applied research findings Sustained public awareness on SNU mandate and services. 	Rector, Deputies, Directors & Deans
	Lack of support from stakeholders in some of the proposed strategies and activities.		Yellow		Red				Red		<ul style="list-style-type: none"> Meeting stakeholders' expectations. Holding of regular meetings with stakeholders. Enter into strategic partnerships with relevant institutions to exploit benefits that accrue from such collaboration. 	Rector and Deputies
	Negative attitude and perception against SNU.		Yellow				Green			Green		<ul style="list-style-type: none"> Advocacy for policies, programs and projects.
Operational risk	High staff turnover is a risk to the implementation of SNU's activity.		Yellow		Red				Yellow		<ul style="list-style-type: none"> Implement & cascade human resource policies and guidelines. 	HR Directorate

Risk Category	Risk Description	Likelihood			Impact			Overall Risk Level			Risk Mitigation	Responsibility
		H	M	L	H	M	L	H	M	L		
	Inadequate qualified and competent staff.		Yellow		Red				Yellow		<ul style="list-style-type: none"> Recruitment of qualified staff. Provision of competitive compensation packages, promotion and ranking. 	
Technological risk	Slow pace in adoption of ICT in SNU's operations.	Red			Red				Red		<ul style="list-style-type: none"> Proactive mobilization of resources to acquire or install new ICT infrastructure and systems. Investment in technology, and acquisition of requisite ICT infrastructure. Undertake regular training of staff on ICT. 	ICT Directorate
	Increased use of technology and the threat of cyber security may interrupt the operations of the institution.	Red			Red			Red			<ul style="list-style-type: none"> Monitor threats of SNU systems. Sensitize staff on cyber security. Continuous upgrading of ICT infrastructure. Develop and implement the ICT Policy. 	

4.4 Critical Success Factors in Plan Implementation

The following elements are critical to the Institution's success in implementing this strategic plan:

Strong political commitment and leadership support	Implementation of this strategic plan will require unwavering commitment and support from SNU leadership. This includes allocating adequate resources, enacting supportive strategic execution culture, and ensuring execution premium process.
Effective stakeholder engagement and collaboration	Engaging and collaborating with key stakeholders, such as faculty members, staff, students, FGS-Ministries (MOECHE, MOF, MOPIED, MOFA), and international partners, is crucial. Their cooperation and coordination will be essential in the successful implementation of this plan.
Adequate financial and human resources	Securing sufficient funding and skilled human resources is critical for executing the strategic initiatives outlined in the plan. This may involve advocating for increased budgetary allocations, and exploring alternative funding sources.
Robust technological infrastructure and digital transformation	Modernizing educational processes through digital transformation and leveraging advanced technologies, such as digital labs and data analytics, will be pivotal in enhancing operational efficiency, security, and faculty/student service.
Strong public awareness and trust	This can be achieved through transparent communication, public awareness campaigns, and effective service delivery that demonstrates SNU's commitment to integrity, professionalism and service delivery.
Adaptability and responsiveness to changing dynamics	This will involve regular monitoring and evaluation, allowing for course corrections and adjustments as needed to the strategic plan.
Regional and international cooperation	Proactive engagement and collaboration with regional and international organizations, as well as other countries, can facilitate knowledge-sharing, harmonization of policies and practices, and coordination in addressing cross-border educational challenges.
Comprehensive monitoring, evaluation, and continuous improvement	Establishing robust monitoring and evaluation mechanisms is essential to track progress, measure the impact of initiatives, and identify areas for improvement. This will enable the institution to make data-driven decisions and continuously enhance its operations and strategies.

Communication and cascading the Plan to all staff of the Institution

Systematic implementation of the strategy to ensure that Directorates, Schools, Faculties Departments/Individual staff are aware of the strategic direction of SNU. The Institution will need to cascade the strategy to departmental and individual levels.

CHAPTER FIVE

INSTITUTIONAL STRUCTURE

5.1 Overview

This chapter presents the institutional structure of SNU that will facilitate effective and efficient execution of this strategic plan.

The Institution's main structure consists of two divisions, which are: Directorate of Admin & Finance and Directorate of Academic Affairs. The Institution is structured as follows: -

- (i) One (1) Rector
- (ii) Two (2) Deputy Rectors i.e. Deputy Rector for Admin & Finance and Deputy Rector for Academic Affairs
- (iii) University Council
- (iv) Faculty Members/Academic Staff
- (v) Department/School Directors
- (vi) Branch Directors
- (vii) Deans of Faculties
- (viii) Head of Departments
- (ix) Faculty Admins/Admin Staff
- (x) Support Staff

5.2 Duties and Responsibilities of the Rector and Deputy Rectors

The Rector

The Rector serves as the head the Institutions and is responsible for the following duties:

- i. Provide overall strategic leadership and vision for the university in alignment with its mission and goals.
- ii. Oversee the implementation of policies and initiatives to enhance the quality of education and research at the university.
- iii. Represent the university in external relations, partnerships, and collaborations with other institutions and stakeholders.
- iv. Maintain and enhance the university's reputation and standing in the academic and research community.
- v. Supervise the budget, resources, and operational aspects of the university to ensure efficiency and sustainability.
- vi. Foster a culture of inclusivity, diversity, and innovation among students, faculty, and staff.

Deputy Rector for Administration and Finance

The duties and responsibilities of the Deputy Rector for Admin & Finance are as follows:

- i. Manage the financial planning, budgeting, and accounting processes of the university.
- ii. Oversee human resources management, including recruitment, training, and performance evaluation of staff in line with the HR Directorate policies and activities.
- iii. Ensure compliance with regulatory requirements, policies, and procedures related to administration and finance.
- iv. Develop and implement strategies to optimize resource allocation and utilization for operational effectiveness in cooperation with the Planning Office.
- v. Collaborate with other university leaders/management team to align administrative functions with academic priorities and strategic goals.
- vi. Identify opportunities for cost-saving initiatives, revenue generation, and process improvements within the administrative domain.

Deputy Rector for Academic Affairs

The duties and responsibilities of the Deputy Rector for Academic Affairs are as follows:

- i. Provide leadership in curriculum development, academic programs, and student learning outcomes assessment.
- ii. Support faculty recruitment, professional development, and performance evaluation to maintain academic excellence.
- iii. Coordinate accreditation processes and quality assurance mechanisms to uphold academic standards.
- iv. Facilitate interdisciplinary collaboration, research initiatives, and innovation in teaching and learning.
- v. Address academic grievances, promote student success, and ensure a conducive learning environment.
- vi. Collaborate with deans, department heads, and faculty members to enhance the academic experience and promote a culture of research and scholarship

5.3 Organizational Structure

The current organizational structure needs a reform and enhancement so that this plan can be cascaded accordingly. There is need to conduct a comprehensive organizational review of SNU to remove duplicates/overlapping functions and align the structure to the legislation establishing the Institution.

5.4 Staff Establishment Level, Skills Set and Competence Development

As part of the recommended organization review, the Institution will conduct job evaluation, work load analysis to determine optimal staffing, and skills assessment.

CHAPTER SIX

RESOURCE REQUIREMENTS AND MOBILISATION STRATEGIES

6.1 Overview

This chapter provides the resource requirements, resource gaps, and resource mobilization and management strategies for the Strategic Plan Period.

Adequate financial and non-financial resources will aid in effective discharge of the SNU's mandate, and ultimately this Strategic Plan. The Institution needs to establish and maintain strong partnerships with the aim of attracting financial and technical support for its operations. SNU should also strive to diversify its sources of funds.

6.2 Financial Requirements

The programs and projects to be implemented in the Strategic Plan will mainly be funded from the Exchequer (i.e. Federal Government), complemented by development partners and own source revenue from services rendered. More financial, human and capital resources will be required for implementation of the approved organizational structure.

Table 6.1: Summary of Financial Requirements for implementing the Strategic Plan (in USD '000')

No:	Cost Area/KRA	Year 1	Year 2	Year 3	Year 4	Year 5	Total
1.	Expanding and Achieving Academic Excellence;	337,501.50	354,376.58	372,095.40	390,700.17	410,235.18	1,864,908.84
2.	Promoting Research and Fostering Collaborations	75,600.00	79,380.00	83,349.00	87,516.45	91,892.27	417,737.72
3.	Ensuring Financial Sustainability	00.00	00.00	00.00	00.00	00.00	00.00
4.	Enhancing the Campus Experience and Infrastructure	1,150,987.43	1,208,536.80	1,268,963.64	1,332,411.82	1,399,032.41	6,359,932.08
5.	Strengthening Governance and Internal Control Mechanisms	37,800.00	39,690.00	41,674.50	43,758.23	45,946.14	208,868.86
6.	Embracing Digital Transformation in the University	00.00	00.00	00.00	00.00	00.00	00.00
Total		1,601,888.93	1,681,983.38	1,766,082.54	1,854,386.67	1,947,106.00	8,851,447.50

* Assumed to be 30% of the total cost of implementing the 6 KRAs

6.3 Projected Sources of Financial Resource

Table 6.2: Source of Financial Resource Requirement

Source	Estimated amount in US\$ '000'					Total	% of total estimated Budget
	Year 1	Year 2	Year 3	Year 4	Year 5		
Federal Government of Somalia allocation	8,432,136.18	8,589,074.58	8,749,152.76	8,912,431.47	9,078,976.76	43,761,771.75	72.85%
Revenue or fees or charges collected for SNU Undergraduate Students	1,489,582.50	1,564,061.63	1,642,264.71	1,724,377.94	1,810,596.84	8,230,883.61	13.70%
Revenues from the Postgraduate Programs	1,461,558.00	1,534,635.90	1,611,367.70	1,691,936.08	1,776,532.88	8,076,030.56	13.44%
Grants from Development Partners	00.00	00.00	00.00	00.00	00.00	00.00	0%
Total	11,383,276.68	11,687,772.11	12,002,785.17	12,328,745.49	12,666,106.48	60,068,685.92	100%

6.4 Financial Resource Gap

The Institution received an average of US\$ (data to be provided by FGS) for the last five years. Based on the average allocation and assuming 5% annual budget increment from FRS/FGS, the projected funding shortfall over the plan implementation period is US\$ (to be determined once past 5 year data is provided) million. The Institution will implement various resource mobilization initiatives to be presented in section 6.4 below to bridge the funding deficit. The funding gap is shown in Table 6.3 below.

Table 6.3: Resource Gaps

Year	Requirements (in US\$ 000)	Allocation from FRS (in US\$ 000)	Variance (in US\$ 000)
1	00.00	Past 5 year data to be provided	TBD
2	00.00	Past 5 year data to be provided	TBD
3	00.00	Past 5 year data to be provided	TBD
4	00.00	Past 5 year data to be provided	TBD
5	00.00	Past 5 year data to be provided	TBD
Total	00.00	Past 5 year data to be provided	TBD

6.5 Resource Mobilization Strategies

During the plan period, SNU will explore extensive resource mobilization initiatives to ensure implementation of the Strategic Plan. The Institution will mobilize resources from the Federal Government, Development Partners, Private Sector, among many others. The resource mobilization strategies to be implemented are presented in the figure below:

Figure 6.1: Resource Mobilization Strategies



6.6 Resource Management Strategies

The resource management strategies to be implemented include:

- (i) **Joint implementation of activities:** SNU will explore opportunities for joint implementation of activities with partner organizations to optimize resource utilization and enhance program effectiveness.
- (ii) **Strengthen internal financial control systems:** SNU will enhance its internal financial control mechanisms to ensure transparency, accountability, and compliance with financial regulations. This will also entail carrying periodic internal and external audits.
- (iii) **Identify and implement cost effective ways of delivery of services:** SNU will conduct a thorough cost-benefit analysis to identify cost-effective strategies for delivery of services. This will involve prioritizing interventions with high impact and low resource requirements, adopting innovative technologies, and streamlining administrative processes to reduce overhead costs.

CHAPTER SEVEN

MONITORING, EVALUATION AND REPORTING FRAMEWORK

7.1 Overview

This chapter provides the monitoring, evaluation and reporting framework of the strategic plan. Monitoring, evaluation and reporting will involve systematic and continuous collection and analysis of information based on indicators, targets and provision of feedback.

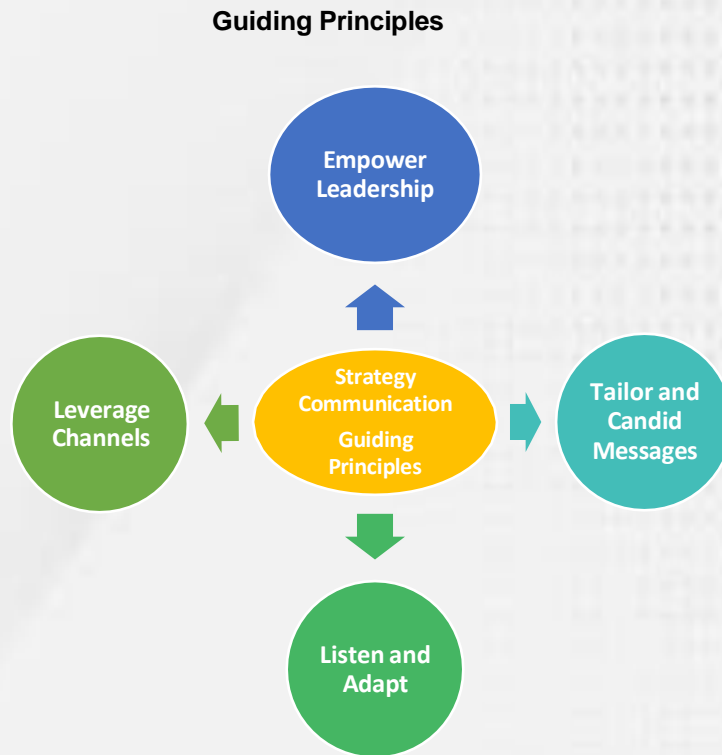
7.2 Communicating and Cascading SNU's Strategic Direction

In order to effectively communicate the Institution's strategy to stakeholders, including the staff, the following measures will be pursued:

- (i) Formal communication by the Rector to all staff members on the strategic direction of the University;
- (ii) Departmental Directors, Deans of Faculties & Schools, as well as Heads Depts./Units/Faculties to communicate the strategy while setting annual departmental goals and targets in line with the Five Years Strategy;
- (iii) Reviewing the progress of departmental/functional work plans once every month and reporting on performance through departmental scorecards at least quarterly; and
- (iv) The Rector will report quarterly to the Minister of Education, Culture and Higher Education of the Federal Republic of Somalia on the status of strategy implementation as well as the Senate or the University Chancellor (The President of the FGS).

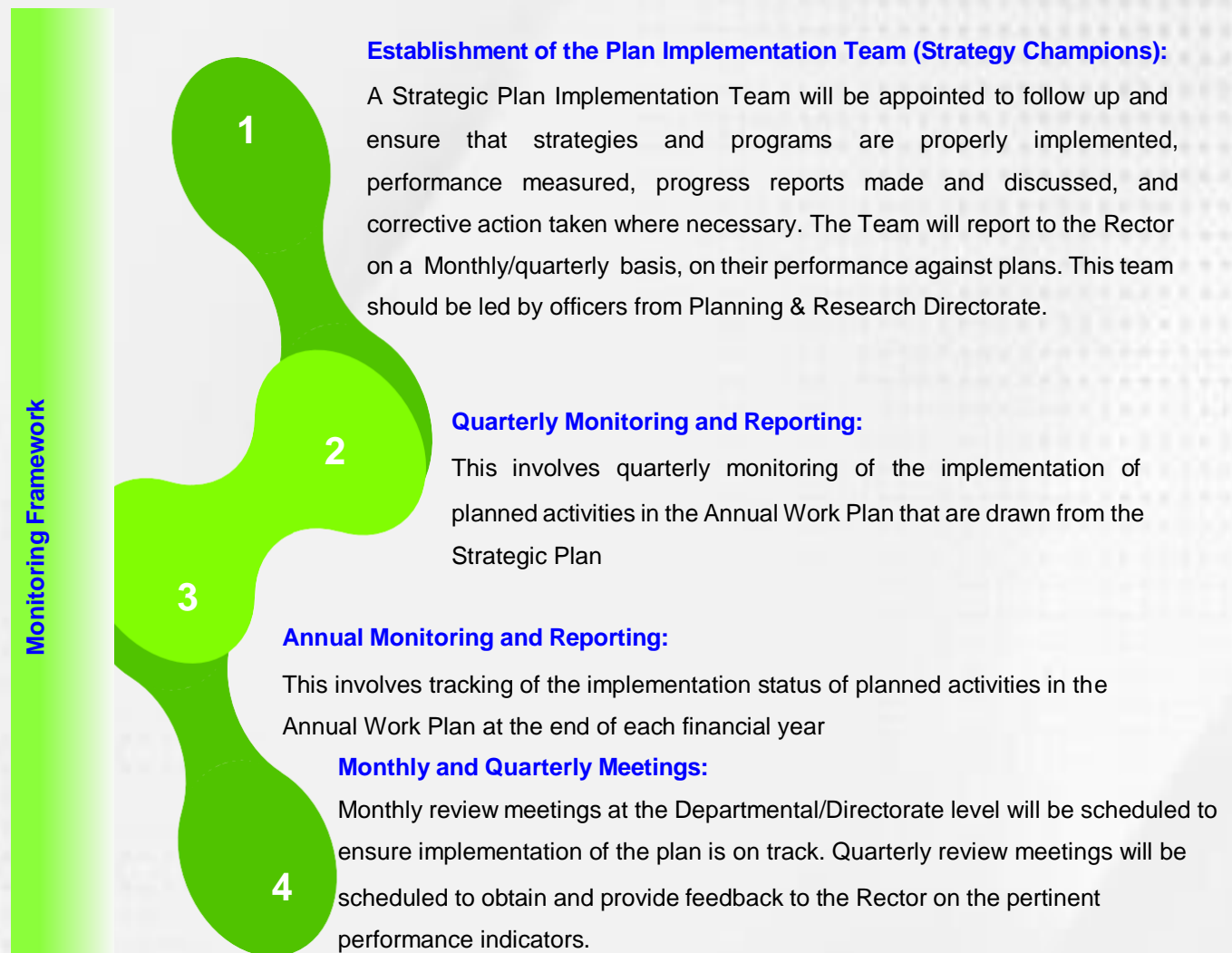
SNU shall leverage below Communications Guiding Principles and Considerations Framework in communicating and cascading Institutions' strategic direction:

Figure 7.1: Communications Guiding Principles and Considerations Framework



7.3 Monitoring Framework

Monitoring of the Plan will be a participatory process involving all Directors, Deans Head of Departments and all officers involved in collecting, collating, processing and communicating information that will help in decision-making. The Monitoring activities to be undertaken include:



7.4 Evaluation Framework

Evaluations will be done to assess the impact of implementation of the key initiatives identified in this strategic plan. The Evaluations will provide information that will be used to:

- (i) Track progress on implementation of the key initiatives;
- (ii) Identify gaps and weaknesses in the implementation process;
- (iii) Plan, prioritize, allocate and manage resources; and
- (iv) Review the impact of implemented key initiatives to stakeholders.

SNU will undertake the following evaluation:

Mid-Term Evaluation

The Mid-Term evaluation of this Plan will be conducted in the year 2026 (i.e. two and half year of implementation of the Plan) to assess the progress made towards implementation of the plan focusing on key performance indicators and targets. In addition, the evaluation will focus on relevance, effectiveness and efficiency of each project in the strategic plan and corrective measures for the areas that may require improvement.

End-Term Evaluation

The End-Term Evaluation of this plan will be conducted in the end of year 2028 to establish the extent to which the strategic objectives have been met, assess overall performance and document lessons learnt and recommendations. The lessons learnt and recommendations will inform the next strategic planning cycle.

Table 7.1: Key Performance Indicators

Key Result Area	Outcome	Outcome Indicator	Baseline (year 2024)	Mid Term Target (Year 2.5)	End Term Target (Year 5)
Expanding and Achieving Academic Excellence;	Increased academic reputation, improved student outcomes, and enhanced research capabilities	• # of New Academic Programs Introduced	45 program provided	52 program 50%	60 program 100%
		• Faculty/Student Research Publications • Ranking In National & International Academic Assessment	---	Increase by 20% yearly 2 publication /Faculty Yearly (60 publication after midterm of strategic plan)	Increase by 20% yearly 2 publication /Faculty Yearly 120 publication after end of strategic plan)
Promoting Research and Fostering Collaborations	Increased research output, enhanced academic reputation, and impactful collaborations leading to knowledge exchange and innovation.	• # of Research Publications in Peer-reviewed Journals • \$ of Research Funding Secured • # of Collaborations with International Institutions	-	- Increase by 20% yearly 2 publication /Faculty Yearly (60 publication after midterm of strategic plan)	- Increase by 20% yearly 2 publication /Faculty Yearly 120 publication after end of strategic plan)
Ensuring Financial Sustainability	Improved financial health, reduced dependency on government funding, and increased investment in academic programs and infrastructure.	• % Increase in Revenue from Non- Govt. Sources • Reduction in Operational Costs • Income Generated from University I./Properties & Assets	To be provided	-	-
Enhancing the Campus Experience and Infrastructure	Enhanced campus aesthetics, improved facilities, and a positive environment that fosters learning, research, and collaboration.	• % Increase in Student/Faculty Satisfaction with Campus Facilities • # of Infrastructure Upgrades Completed • Energy Savings Achieved Through Green Initiatives	• Baseline Satisfaction Rate: 30% • Baseline Energy Savings \$	• Increase 20% from baseline • Target Energy Savings \$	• 30% from baseline • Target Energy Savings\$
Strengthening Governance and Internal Control Mechanisms	Improved governance structure, enhanced internal controls, and increased compliance with regulatory requirements, leading to	• # of Internal Control Improvements Implemented	-	-	-

Key Result Area	Outcome	Outcome Indicator	Baseline (year 2024)	Mid Term Target (Year 2.5)	End Term Target (Year 5)
	efficient and ethical operations.	<ul style="list-style-type: none"> Reduction in audit findings related to governance and internal controls 			
Embracing Digital Transformation in the University	A digitally-driven university ecosystem that leverages technology to streamline processes, improve communication, and enhance learning experiences for students and staff, aligning with market trends and meeting the needs of all stakeholders	<ul style="list-style-type: none"> Increase in the adoption rate of digital tools and platforms. Improvement in operational efficiency through digital transformation. Enhanced student satisfaction with digital learning experiences. % of automated processes 	<ul style="list-style-type: none"> Baseline Adoption Rate: 30% Baseline Efficiency Improvement 30% Baseline Satisfaction Rate 30% Baseline Automation Percentage 30% 	<ul style="list-style-type: none"> Target Adoption Rate: 30% from the baseline Target Efficiency Improvement 30% from the base Target Satisfaction Rate 30% from the baseline Target Automation Percentage 30% From the baseline 	<ul style="list-style-type: none"> Target Adoption Rate: 30% from the baseline Target Efficiency Improvement 30% from the base Target Satisfaction Rate 30% from the baseline Target Automation Percentage 30% From the baseline

7.5 Reporting Framework and Feedback Mechanism

The Reporting Framework will involve a systematic and continuous process of collecting and analyzing information based on the targets and indicators. The achievements, challenges, lessons learnt and recommendations from the feedback will inform the corrective measures to be instituted as well as the next strategic planning cycle. Reporting on the implementation progress of the Strategic Plan will be undertaken on a quarterly and annual basis by each functional unit/directorate or faculty and consolidated by the Planning and Research Unit. The reports will be presented to Management (the Rector, Deputies and the Senate) for advice, approval and adoption.

The Plan Implementation Team will act as the internal consultant to assist various units in preparation and presentation of their reports.

7.6 Linking Monitoring and Evaluation to Performance Management

The monitoring and evaluation framework will involve preparation of annual work plans by departments, directorates and faculties etc. Detailed annual work plans with clear performance indicators and assigned responsibilities for their achievement will be developed by each department and individual employees as cascaded. The work plans shall be linked to the objectives, strategies and activities as contained in the implementation matrix. In addition, departmental work plans shall be cascaded to individual work plans which shall be linked to the Institution's performance management system to be established.

