STRATEGIC PLANNING
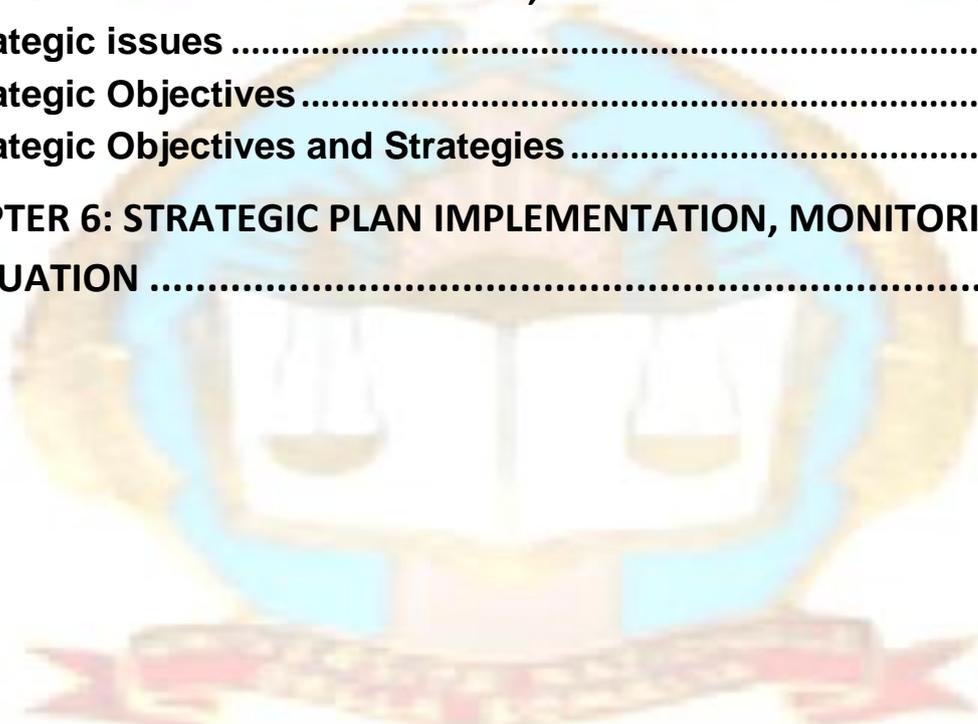## 205-2020

SOMALIA NATIONAL UNIVERSITY
MOGADISHU, SOMALIA

Table of Contents

CHAPTER ONE: INTRODUCTION

Background

Outbreak of civil war in Somalia led to the imminent collapse of education system in Somalia, but with stabilizing of the State, the higher education sector is experiencing exponential growth.　There are now close to 50 higher education institutions (HEIs) of different sizes and different capacities functioning across the country and enrolling over 50,000 students. With limited resource available to the government, the HEIs are forced to almost exclusively rely on funding from students' fees, which has been considered to be very high. The capacity of the government entities to regulate this sector is also limited which has led to spiral growth of HEIs hence questionable quality. Furthermore the HEIs have inadequate qualified lectures with PhDs.

The Somali National University was founded in 1969 with the two Faculties of Law and Economics and the College of Education, La-Foole. In 1980, the number of faculties reached 14 faculties and post-programs were launched. Unfortunately, the civil war that took place in 1991 demolished all education infrastructure including university campuses. The national university has been re-established after more than two decades of absence with 6 faculties, Agriculture, Veterinary, medicine, education, economics and law. 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 of 1979-80, the new Faculty of Language enrolled its first students. In the development plan for Somalia 1979-81 "Marine Science". The realization of the university of Somalia has been assisted by Italy, which provided financial and organizational programs through the technical Cooperation Department of the Ministry of Foreign Affairs.

Faculties and Colleges
1. Faculty of agriculture
2. Faculty of industrial chemistry
3. Faculty of Engineering
4. Faculty of Geology
5. Faculty of Medicine
6. Faculty of　Veterinary Science
7. College of National Civil Service Administration
8. Faculty of Economy
9. College of Education

10.   Faculty of Language (1st years)

The student population in 1979 was about 3000, with an intake of 800 students per year. The   Faculties of the SNU offer a 4- year degree in the various disciplines. The level of the degree is equivalent to the Italian Laurea, which lies between the "Bachelor" (B.Sc.) and the "Master of Science" (M.Sc.). The College of Education curriculum was of two years' length until 1976: since then it has been compressed to a two-year curriculum. The enrolment at the SNU is done by competition and is open to-all secondary   school graduates. Living expenses, textbooks and other facilities are provided by the Somali Government.   The academic year is divided in two semesters (July-December and January June) with a final examination section at the end of each semester.

With the collapse of central government in 1991, the SNU has also collapsed for the last 24 years. The purpose of the document, therefore, is to compose Strategic Plan for the re-established SNU that consisted of 6 faculties and discuss potential restoration of all previous faculties and potential expansion considering environmental change that took place during the period of absence of the university.

The Planning Context

While the SNU has been trying to re-establish itself, it faces various challenges, which have to be addressed. These include limited resources against the background of an increasing demand for higher education, over reliance on tuition revenue, stretched facilities and rising competition. It is critical for the University to respond to these challenges to stay successful. It will have to strengthen its brand and leverage on it to stay ahead of competition.

To address the various challenges facing SNU, there will be need for change in its operations. SNU will have to increase its revenues from existing as well as new sources. It will have to handle increasing student population without compromising quality. Given the competitive pressure the University will have to reposition itself in order to strengthen and sustain its competitive edge in the market.

The Strategic Plan will be instrumental in guiding the required changes in the University. It takes cognizance of developments in the environment including the chartering of additional public universities and the need for collaboration with the Regional Governments. The plan is intended to reposition SNU in the

changing environment and enable it develop unmatched competitive advantage.

CHAPTER TWO: VISION, MISSION AND CORE VALUES

Strategic Vision:

SNU aspires to be a world class Public University that excelling in education, innovation, research, community outreach and technology transfer and developing the world's most promising students and most outstanding staff benefiting society as a whole

Core values:

  i.   Quality of thought and commitment to innovation
  ii. Equitability, openness and inclusiveness
  iii. Integrity and transparency
  iv. Credibility and professionalism

Mission Statement

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

Guiding Principles

  i.   Creating outstanding student experience
  ii. Engagement of community and other stakeholders
  iii. Lifelong community presence through corporate social responsibility
  iv. Creating regional impact

CHAPTER THREE: STRATEGIC ANALYSIS

SWOT ANALYSIS

Strengthens	Weakness
1. Availability of premises for teaching and practical purposes	1. Lack of ownership of available premises
2. Conspicuous and accessible location	2. Inadequate student accommodation hostels
3. Considerate number of qualified lecturers	3. Inadequate teaching materials and laboratories
4. Motivated workforce	4. Lack of library
5. Established governance structures	5. No ISPP in place
6. Standard workable curriculum	6. Poor information system management and public relations
7. Regional and Federal government support	7.
8. Countrywide recognition	8. Non-foolproof student selection process and possible forgery certificates from local schools
	9. Ineffective Internal Control System
	10. Incomplete university departmental structure
	11. Insufficient capacity of lectures and other staff

Opportunities	Threat
1. A growing demand for higher education nationally	1. Non-implementation of government policies and regulations for local secondary schools
2. Goodwill and support from the local and diaspora community, regional and federal governments	2. Forgery secondary certificates from Abdalla Shideya
3. Potential support from the alumni	3. Non-prioritization of higher education funding from government
4. Stabilizing and growing national economy	4. Spiral growth and non-regulation of private universities
5. Reduction in insecurity incidences	5. Prevalence of natural disasters
6. A large pool of potential collaborating local and international institutions	6. Volatile security and political scene within the country

7. Diverse areas for research and extension with donor interests within Somalia	7. Community perception

PESTEL Analyses

Category	Issue	Potential Effects	Mitigation Measures
Political Factors	Change of regional and federal political leadership	Variation in higher education policies	Regular alignment of SNU policies with government policies
		Resource reallocation	Realign SNU budget to the offered resources
	Volatile political scene within the country	Decline in student enrolment and subsequent revenue	Champion community integration among tribes/clans
Economic Factors	Increased poverty levels	Decline in student enrolment and subsequent revenue	Diversify revenue sources Offer need based financial assistance to students
	Inflation	Enlarged budgetary expenditure	Readjust budgetary allocation and expenditure
Social Factors	Rapid population growth	Improved higher education demand as compared to available SNU infrastructural capacity	Increase infrastructural capacity
	Increased graduate unemployment	Reduction in education demand and reduced public perception of HEIs	Inculcate entrepreneurial trainings in respective SNU courses
	Gender-biased cultural beliefs	Low demand for education among women	Establish gender sensitization outreach programs
	Insurgency and insecurity	Youth radicalization Loss of student and staff lives Destruction of SNU properties	Establish sensitization programs to counterinsurgency Enhance capacity of security personnel within SNU

| Technological Factors	Technological changes	Reduced market positioning of SNU among Generation Z Staff resistance to technological changes Increased demand for resources in adopting to technological changes	Embrace social media marketing Sensitize staff on the need for change Provide budgetary allocation for adjusting to new technologies
Environmental Factors	Environmental changes and natural disasters	Reduced availability of water and other natural resources to SNU Destruction of SNU properties	Establish community climate sensitization outreach programs
Legal Factors	Introduction of new statutory requirements	Increased demand for resources in complying with these regulations	Conduct legal audits
	Supplier relationship management	Increased litigation and associated resources	Conduct frequent suppliers' meetings Prompt payment of suppliers

Stakeholders Analysis

Stakeholder Type	Stakeholder Needs	Success Indicators
Students, parents and alumni	Quality education Quality delivery of education services An HEI a SNU alumni can identify with	Number of enrolled students and completing students Number of graduates joining SNU alumni association Student satisfaction index
Employers	Knowledgeable and employable graduates Impactful research undertakings	Level of graduate employment Number of innovative solutions developed
Professional and regulatory bodies	Inculcation of graduate professional ethics Proper governance and delivery of programs leading	Number of graduates certified by professional and regulatory bodies Number of courses certified in SNU by professional and regulatory bodies

	to professional certification	
Staff	Sound employee environment Career growth opportunities	Staff satisfaction index Employee retention and promotion in SNU
Suppliers of goods, works and services	Better suppliers' relationship management Prompt payment for goods and services delivered	Supplier satisfaction index Adherence to procurement plan Strategic supplier partnerships
Local communities	Economic opportunities within SNU neighbouring community Peaceful co-existence with students and staff	Number of local businesses attracted to the SNU neighbourhood Carry-out community social responsibility projects Sensitization of the need of peaceful co-existence among students, staff and local community
Local and international media	Enhanced public access to accurate SNU information	Embrace of open access to public information through repositories Establishment of media and public relations departments
Federal and Regional Government	Promotion of higher education access policy Proper corporate governance of SNU Partnership in execution of other government initiatives, like public sector reforms and capacity building	Number of students enrolled to SNU Internal audit reports Number of public sector partnerships established
Strategic partners in education, research and extension	Increased collaboration among local and international development partners, research agencies and other universities	Student exchange programs established Collaborative research executed Staff capacity development

Risk Analysis

Type of Risk	Risk Issue	Risk Level	Mitigation Measures

Strategic plan implementation	Resistance to changes envisioned	Low	Proper communication on the need to improve SNU Regular reviews of set targets Create a culture of supportive supervision
Financial	Financial misappropriation Declining revenues due to increased competition from other HEIs	medium	Enhance internal control system Diversify revenue sources
Technological	Low technology adoption	High	Regularized ICT training among staff
Organisational	Staff or student strife Conflict among staff	Medium	Build conflict resolution mechanisms Engage participatory management Review staff terms of service
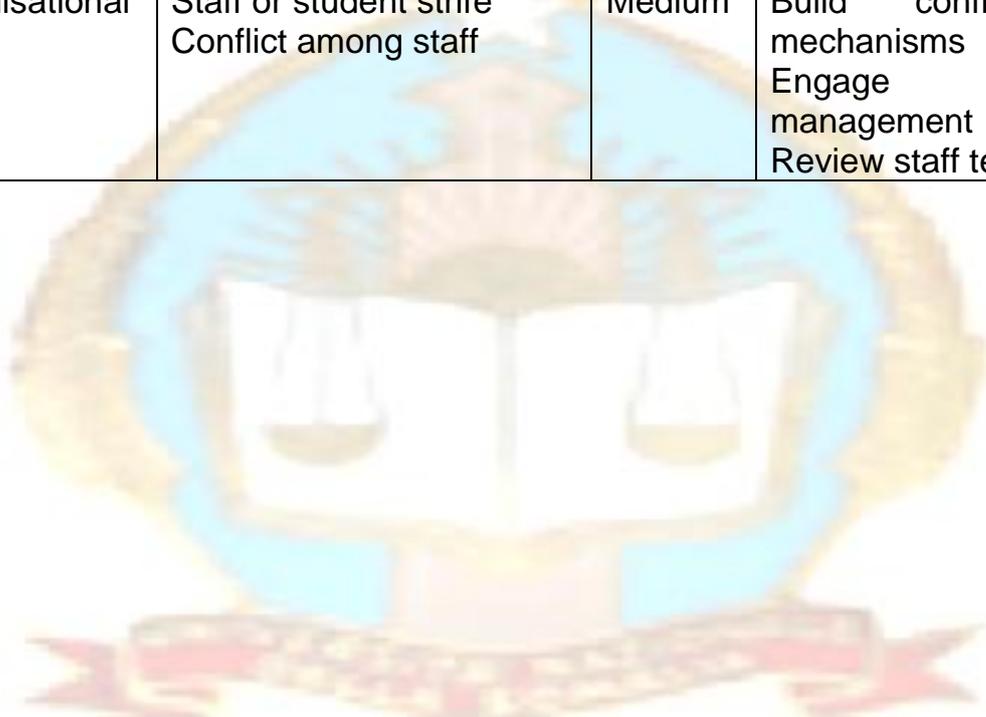
CHAPTER FOUR: STRATEGIC ISSUES, OBJECTIVES AND STRATEGIES

Strategic issues

Strategic issues are essential challenges that SNU faces in executing its obligations, vision and mission. Therefore strategic issues identification will enable SNU to counter not only the immediate challenges but also future challenges. After a review of the situational analysis, the following four strategic issues were identified for action:

a) Quality and relevant teaching and learning
b) Research and innovation
c) Resource mobilization
d) Development of human capacity

Strategic Objectives

Strategic objectives underscore what and quantify how much SNU intends to achieve within the stipulated time. The strategies identified herein guide on how to attain these strategic objectives in order to achieve the SNU vision, mission and mandate. With the foregone, the following are the formulated strategic objectives to guide the SNU in planning and formulating policies:

1. Provide quality education program that produces graduates fully equipped to achieve the highest personal and professional standards
2. To foster a vibrant, successful and interactive research community that generates ideas and discoveries creates new fields of knowledge and makes a difference to the societal, cultural, environmental, health and wealth development of Somali and global communities
3. To create sustainable funding base to cover the needs of the university
4. To ensure our knowledge, ideas, skills and expertise are transformed into advice and opinion, innovation, intellectual property, enterprise and wealth, thereby realizing national and international objectives and enriching society

Strategic Objectives and Strategies

Strategic Objective 1: To provide quality education program that produces graduates fully equipped to achieve the highest personal and professional standards
Strategies

- Reinstate academic University Councils
- Prepare relevant curriculum, course manuals and guides for each faculty

- Revise SNU examination systems
- To procure textbooks and other teaching aids
- To recruit a well-trained tutors
- Conduct a rigorous admission examination
- Set up and equip appropriate libraries
- Set up and equip appropriate laboratories
- To potentiate an English language proficiency as a common unit
- Conduct continuous professional development for tutors
- Lobbying for vacation of previous SNU campuses and rehabilitate existing campuses
- Reactivate two other faculties
- Organize extra-curriculum activities and establish student Clubs and associations

Expected outcomes:

- More satisfied students, parents/guardians and staff stakeholders;
- Increased enrolment to SNU programmes;
- Better market positioning;
- Professionalization of the Somali economy
- Better SNU rankings locally and internationally

Strategic Objective 2: To foster a vibrant, successful and interactive research community that generates ideas and discoveries creates new fields of knowledge and makes a difference to the societal, cultural, environmental, health and wealth development of Somali and global communities

Strategies

- To set up Planning and Research Department
- To develop research guide and manuals
- To form faculty based research programs
- To seek funding through grants and other sources for research programs
- To subscribe peer-reviewed journals
- To revive research labs and centers
- To foster collaborations with line ministries and other research institutions
- Solicit Partnerships and cross visits with international partners and universities

Expected outcomes:

- More professionalized research;
- Increased publications in seminal journals;
- Realization of new innovations solving local problems;

Strategic Objective 3: To create sustainable funding base to cover the needs of the university
Strategies:
- To advocate for government funding for SNU programs
- To tap funding from Somalis living abroad for funding of SNU programs especially community level programs
- To prepare faculty based project proposals for funding
- To comply with government and international financial policies and procedures

Expected outcomes:
- Increased availability of funds
- Sustainable funding of programs
- Enhanced corporate governance
-

Strategic Objective 4: To ensure our knowledge, ideas, skills and expertise are transformed into advice and opinion, innovation, intellectual property, enterprise and wealth, thereby realizing national and international objectives and enriching society
Strategies
- To conduct community need-based assessment and model innovations based on community needs
- To create appropriate technology transfer methodology for the community
- To participate in public policy formulation and implementation
- Establish ways of coordination and information sharing with commercial and non-commercial partners

Expected outcomes:

- Elevation of the well-being of the community
- Sound public policies
- Respect for intellectual property

CHAPTER 5: ACTION PLAN

Strategic Objective 1: To provide quality education program that produces graduates fully equipped to achieve the highest personal and professional standards

Activity	Time	Target Area	Indicators	Verifiable Source	Responsible Person	Assumptions
Reinstate academic University Councils						
Develop relevant Curriculum, course manuals and guides	2015	Academic council	Curriculum for the 6 faculties prepared Well founded educational programs	Head of faculties	Academic council	Availability of appropriate people
Revise SNU examination systems	2015	Academic council	Proper examination and grading systems	Head of faculties	Academic council	Availability of appropriate people
Procure textbooks and other teaching aids	2015	Classes, lab and library	Adequacy of textbooks and teaching aids	University departments and library	Head of departments	Skilled tutors available
Recruit tutors	2015	Lecturers	-90% of staff recruited	University HRM	Academic council	Availability of relatively security
Conduct rigorous admission examination	2015	New students	Verifiable student records	Registrar and admission committee	General registrar	Availability of competitive students Transparency selection in place

Set up libraries	2015	Faculty departments	Organized and secure faculty library	Main library staff	General librarian & faculties	Funds available
Set up labs	2015	Faculty departments	Labs established	Main Labs	Deans of faculties	Funds available Government license in place
Potentiate English proficiency as a common unit	2015	All students	Fluency in English skills	Test results	English department	Qualified English teachers
Continuous professional development of tutors	2015	University staff	Number of trainings availed	University progressive reports	University Academic council	Professional courses trainee available Scholarships available
Lobbying for vacation of previous SNU campuses and rehabilitate existing campuses	2015	Previous university assets	-80% of campuses re-possessed	Camps and reports	University admin-management	Security and stability Acceptance by government
Reactivate two other faculties	2015	Remaining university faculties	-two faculties in place	Minute Reports	University management and the relevant ministries	Expertise availability

Procure university owned Transportation facilities	2015	Mini buses for faculties	80% of mini-buses received	Transport department	Management	Availability of funders
Organize extra-curriculum activities and establish student Clubs and associations	2015	Students staff	Number of activities attended Active student clubs	Minute reports	Dean of students	Funds available
M & E	2015	All staff & students	High performance observed	M&E reports	M&E team Head department	Expertise and skill exist

Strategic Objective 2: To foster a vibrant, successful and interactive research community that generates ideas and discoveries, creates new fields of knowledge and makes a difference to the societal, cultural, environmental, health and wealth development of Somali and global communities

Activity	Time	Target Area	Indicators	Verifiable Source	Responsible Person	Assumptions
Set up Planning and Research Department	2015	University HQ Academic council	Division formed	Division in place -Reports	Management	Availability of research policies
Develop research guide and manuals	2015	Planning and Research Department	University research manual	Main library	Head of Department	Availability of staff (HoD)
Form faculty based research programs	2015	Faculties	Number of research programs/proposals	Head of Faculties	Head of Faculties	Availability of funds
Seek research funds locally and internationally	2015	Local and international donors	Adequacy of funds received	Proposals and financial reports	Research division	Donors and Fund raising skills
Subscribe peer-reviewed journals	2015	Internal & international journals	Number of subscribed and publications	Web-sites and e-mails	Librarian and departments	Availability of manuscripts and journal editions
Revive research labs and centers	2015	University research centers and labs	50% of research centers and labs restored	Reports Established lab and centers	Academic council Research Division	Availability of funds
Solicit Partnerships and cross visits	2015	-National and International	Frequency visits performed	Reports Minute reports	Management and dean of the	Willingness Partners

with international partners and universities		al universities and institutions			faculties	hip Exist External partners interested
Develop of relationship with line ministers and other research agencies	2015	-Government ministries and research agencies	Memorandum of Understandings	Reports and minutes	Management	Accessibility possible
M & E	2015	All activities	-High performance observed	M&E reports	M&E team Head department	Expertise and skill exist

Strategic Objective 3: To create sustainable funding base to cover the needs of the university

Activity	Time	Target Area	Indicators	Verifiable Source	Responsible Person	Assumptions
Advocate for government funding for SNU programs	2015	Relevant government agencies	Amount of government funds	Admin-Finance reports	SNU stakeholder relation office SNU management	Government acceptance
Tap funding from Somalis living abroad for funding of SNU programs	2015	Somalis living abroad	System for diaspora contribution in place Amount of diaspora funds received	Admin-finance department reports	SNU stakeholder relation office	Willingness of Somalis living abroad
Prepare faculty	2015	Donors Head of	Number of	Faculty and Department	Head of Faculties	Skill and knowledge

based project proposals		departments	proposals developed and submitted Donors responses	s reports	and Departments	available
Comply with government and international financial policies and procedures	2015	SNU Admin and finance	Quality and reliability of financial reports	Financial reports	Admin & finance	-Financial expertise exist
M & E	2015	All activities	Plans reviewed	M&E Report	M&E team	Staff collaboration in place

Strategic Objective 4: To ensure our knowledge, ideas, skills and expertise are transformed into advice and opinion, innovation, intellectual property, enterprise and wealth, thereby realizing national and international objectives and enriching society

Activity	Time	Target Area	Indicators	Verifiable Source	Responsible Person	Assumptions
Conduct basic need assessment of community	2015	Community	Problems identified and innovations developed	Assessment Report	Faculty Staff	Availability of expertise
Transfer appropriate technology methodology	2015	Community Production sector Service providers	Production and service systems improved Innovations disseminated	Faculty reports Field evaluation reports	Field Agents Faculty departments	Community acceptance Available Government Collaboration
Participate in public policy formulation and implementation	2015	Government policy makers	Number of policies championed and participated	Government departments	Heads of Faculty and Public Relation Liaison	Government acceptance
Establish ways of coordination and information sharing	2015	Commercial and non-commercial partners	Cordial information sharing	Faculty reports	Heads of Faculty and Public Relation Liaison	Availability of interested partners
M&E	2015	All activities	High performance observed	M&E reports	M&E team Head department	Expertise and skill exist

CHAPTER 6: STRATEGIC PLAN IMPLEMENTATION, MONITORING AND EVALUATION

This strategic plan shall be implemented through annual work plans developed by respective heads of Faculties and Departments. These work plans shall entail appropriate activities essential for the accomplishment of the various strategies to attain the anticipated outcomes of this strategic plan. These work plans shall be supervised by the respective heads with support from Strategic Planning Committee established by SNU. The terms of reference for this committee shall include:

a) Preparation of a strategic plan monitoring tool;
b) Track the departmental and faculty annual work plans;
c) Preparation of strategic plan review report to be tabled at the SNU Board annually;
d) Recommend necessary reviews to the Strategic Plan to ensure relevance;
e) Make any other necessary amendment to this strategic plan.