



STRATEGIC PLAN

2020-2024

Hay'ada Dhawrista Tayada Somaliland
HDHT



Somaliland Quality Control Commission
SQCC



THE SOMALILAND QUALITY CONTROL COMMISSION- STRATEGIC PLAN (2020-2024)

ANCHORING SOMALILAND DEVELOPMENT THROUGH STANDARDS, QUALITY ASSURANCE,
METROLOGY AND TESTING



FORWARD

SQCC is aware that a fully functional National Quality Infrastructure (NQI) is an indispensable tool in ensuring fair trade, safety of humans, animals as well as protection of environment. Trade, Investment, food security, protection of people & environment are crucial for the development of Somaliland as reflected in its long and medium term development documents. In order to ensure them, there is need to have Somaliland standards in place and well implemented across the targeted sectors to be developed.

The Vision of Somaliland Quality Control Commission (SQCC) is to be recognized as a national centre of excellence and internationally trusted Agency in offering Standards, Quality Assurance, Testing and Metrology (SQMT) services.

Offering of well trusted SQMT services is an important driver towards achieving the targets set out in the Somaliland Vision 2030 five pillars of **Economic Development, Infra-structure Development, Governance and Rule of Law, Social Development, and Environmental Protection.**

Furthermore, the goals set out in this strategic plan when achieved, will directly contribute towards bolstering investments, increase exports, ensure food security, boost manufacturing, promote tourism, create jobs for youth all of which are envisaged in National Development Plan II.

Somaliland Quality Control Commission will work closely with all government institutions, most especially those named in the Act establishing SQCC in realization of the goals set out in this plan. SQCC will also partner with regional and international standardization bodies and work with them to strengthen SQCC standardization work but also promote Somaliland image in Africa and beyond.

Lastly, the private sector in Somaliland is expected to contribute immensely towards the success of this Strategic Plan, and SQCC will engage and work closely with them.

MUSA HASSAN YOUSUF
CHAIRMAN SQCC

Signature

Date



ABBREVIATIONS AND ACRYNOMS

AAP	Annual Action Plan
AFRIMETS	Intra-Africa Metrology System
ARSO	Africa Organisation for Standardisation
BSI	British Standards Institute
DG	Director General
EMS	Environmental Management System
ESA	Ethiopian Standards Agency
ESMA	Emirates Authority for Standardisation & Metrology
FAO	Food and Agriculture Organisation
FSMS	Food Safety Management System
HACCP	Hazard Analysis and Critical Control Point
HoD	Head of Department
HoS	Head of Section
HQ	Headquarter
HR	Human Resource
IAR	Internal Audit Report
IEC	International Electrotechnical Commission
ISO	International Organisation for Standardisation
IT	Information Technology
KEBS	Kenya Bureau of Standards
KPI	Key Performance Indicator
KSF	Key Success Factor



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MDA	Ministry, Department, Agency
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
NDP	National Development Plan
NQI	National Quality Infrastructure
NSB	National Standards Body
OIML	International Organisation for Legal Metrology
QMS	Quality Management System
RSB	Rwanda Standards Board
SG	Strategic Goal
SME	Small and Medium Enterprise
SP	Strategic Plan
SQC	Scottish Quality Crop
SQCC	Somaliland Quality Control Commission
SQMT	Standards, Quality Assurance, Metrology & Testing
TC	Technical Committee
TMEA	Trade Mark East Africa
UAE	United Arab Emirates
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
USD	United States Dollar
WFP	World Food Programme
WHO	World Health Organisation



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EXECUTIVE SUMMARY

The Somaliland Quality Control Commission Strategic Plan (2020-2024) is the first of its kind since the institution was established. The SP has been developed to enable SQCC achieve its mandate as spelt out in the Act establishing it.

The goals and targets set out in the Somaliland Vision 2030, the National Development Plans I & II, The Somaliland Country Report of 2017, the Import and Export reports from 2016 to 2018, the different sector specific development strategies as well as the views of different stakeholders informed the development of this Strategic Plan. The SP outlines and details the SQCC's five-year priority goals. There are ten priority goals and these are:

- Re-Engineer SQCC & NQI to be consistent with International Quality Infrastructure setting
- Develop and enforce Somaliland Standards
- Develop and implement regulations to support SQCC services
- Establish functional quality Testing and Metrology laboratories
- Develop and operationalize four product and systems certification schemes
- Streamline Industry, Market and Imports inspection activities
- Develop and implement Industries and SMEs Training Programmes
- Recruit more staff to boost SQCC human capacity
- Train SQCC staff to equip them with needed competence to deliver on their responsibilities
- Sign MoUs with at least six standardization bodies and Join ARSO, AFRIMTES , ISO and possibly IEC to improve the visibility of SQCC in international standardization arena

This strategic Plan was developed through a consultative process and the views of both public and private entities in Somaliland were heard and considered.

The SP has an M&E framework and proposes that monitoring and evaluation plans be based on Annual Action Plans. The SP will be reviewed after 3 years and evaluated after 5 years.

Lastly, the implementation of this SP is expected to cost 15,763,851.8 USD including contributions from government of Somaliland, Donors & International Partners, and SQCC's products and services to the proportions encompassed in this SP.

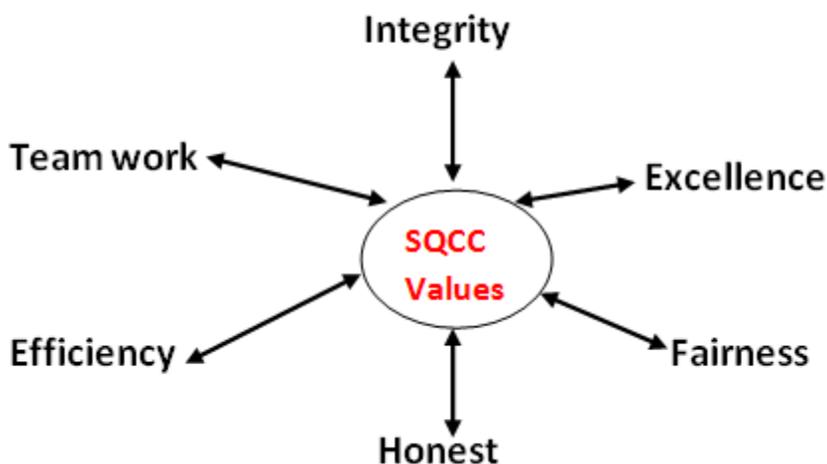


Vision

The Vision of Somaliland Quality Control Commission (SQCC) is to be recognized National Centre of Excellence and Internationally trusted Institution in offering Standards, Quality Assurance, Testing and Metrology (SQMT) services.

Mission

SQCC will guarantee the Safety, Quality, Efficacy and Trust of its products and services in order to protect and promote the right to health and wellbeing of the population of Somaliland, and environment.





1. INTRODUCTION

The development of this Strategic Plan has been informed by the targets set out in Somaliland long and medium term development documents as well as views from the public and private entities consulted. These documents are mainly the Somaliland Vision 2030, the National Development Plans I & II, The Somaliland Country Report of 2017, the Import and Export reports from 2016 to 2018, and different sector specific development strategies.

This Strategic Plan has been developed to operationalise **Act No. 68/2014** of 2014 which was gazetted in 2015; The Act of Parliament establishing the **Somaliland Quality Control Commission (SQCC)** and defining its Constitution, Roles and Responsibilities.

SQCC understands the relationship between these National development documents and standardizations services. This relationship is explained in the following sections.

1.1 Somaliland Vision 2030

Somaliland has an ambitious target of becoming a Stable, Democratic and Prosperous Country where people enjoy a high quality of life. This target is ingrained in the current National long term policy paper called the Somaliland Vision 2030. The vision 2030 has been approved to be the foundation upon which the Somaliland National Development Plans (NDPs) reflecting where the priorities of the Government are based. Vision 2030 is based on five key pillars: **Economic Development, Infra-structure Development, Governance and Rule of Law, Social Development, and Environmental Protection**. It requires sustained orientation of government resources to promote socio-economic transformation. The vision 2030 is therefore the guiding document in developing medium term development document like the National Development Plans from which the SQCC extracts its strategic and Action plans.



1.2 Somaliland National Development Plans

Having established the Somaliland Vision 2030 as a long term policy document, it was deemed imperative to develop medium term framework documents to guide in implementing the vision of Somaliland. The Ministry of National Planning and Development developed the first Somaliland National Development Plan I (NDPI) 2012-2016 whose main focus was to address and overcome structural and institutional hindrances to create; high performing & strong public Institutions, well developed infrastructure, skilled labour force, poverty reduction and expand opportunities that would lead to the realization of people's aspirations.

Key achievements were made under NDPI however, some gaps were also found which needed to be addressed coupled with the need to continue on the development trajectory that Somaliland was on. This created the need to develop the current Somaliland National Development Plan II (NDP II) 2017-2021).

NDP II focuses on rapid economic growth, sustainable development and poverty reduction mainly by creating employment especially for youth, ensuring food security, reducing on imports dependency through targeted manufacturing and increasing exports.

Priority interventions under NDP II consideration include:

- **Continuously improving investment climate and business environment;**
- **Ensure sound and stable macro-economic policies;**
- **Support the tourism sector;**
- **Bolster Diaspora investments;**
- **Boost export through market diversification and value chain development; etc.**

The government of Somaliland realized that implementation of this NDP II needed the support of strong operational institutions critical among them being a fully functional National Standards, Quality Assurance, Testing and Metrology Body hence the creation of SQCC



1.3 Strategic Plan Development Process

The development of this Strategic Plan was through a coordinated consultative process. Contributions were directly solicited from public entities, private organizations, and individual persons. The process included the following methods and strategies:

- Inception meeting to kick start SP development process
- Desk work to study the available documentation
- Stakeholders mapping
- Establishing an Action Plan to develop the SP
- Developing and administering the questionnaire
- Focus group discussions
- Visits to SQCC’s regional and border offices
- Consultations with SQCC top management and Heads of Departments
- Face to face discussions with leaders of selected regions and towns administrations
- Face to face discussions with people responsible for quality matters in the Ministries mentioned in SQCC Act
- A private sector consultative meeting at the Somaliland Chamber of Commerce
- Drafting the SP
- A validation workshop to approve the Strategic Plan
- Launching the Strategic Plan

1.4 Public & Private Stakeholders Consulted

SQCC believes that this SP is there for the benefit of Somaliland’s Public & Private stakeholders alike. It was therefore deemed necessary that these stakeholders views’ be listened to, analyzed and considered The following public and private stakeholders were directly consulted and their contributions were helpful in formulating the strategic goals of this Plan.

S/N	Name/ Designation	Ministry/Agency/Department/Company
1	Hon Minister of Finance and Ag. Minister of Finance	Ministry of Finance



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2	Hon. Minister of Commerce, Trade and Tourism and his team	Ministry of Commerce, Trade and Tourism
3	Director of Planning	Ministry of Health Development
4	Director of Planning, Statistics and Coordination	Ministry of agricultural development
5	Director of Planning	Ministry of Livestock
6	Director of Planning	Ministry of Public Works
7	Head of ICT	Ministry of Water
8	Chairman	Chamber of Commerce
9	Operations Manager	Qabbribalar Agri-Community
10	Sales and Marketing Manager	Moumin Group-Big importer
11	CEO	Khayraad Development Association- Fish trader and export
12	General Manager	Somaliland Renewable Energy
13	CEO	Barwaqo Farmers Cooperative
14	Manager	Nabuko General Trading
15	Manager	Shaafici Pharmaceutical importers
16	Marketing Manager	Barwaqo Chain Suppliers
17	Wajale Mayor and his Team	Wajale Local Council
18	Director of customs-Wajale border	Wajale border customs Authorities
19	Governor and his team	Berbere region
20	Mayor and their teams	Berbere town
21	Director Dubai Port	Berbere Dubai Port World
22	Director of customs	Berbere port
23	Deputy Director of Berbere Port Authority	Berbere Port
24	Governor and his team	Toghdeer region
25	Mayor and his team	Burao City
26	Board of Commissioners, DG, Directors, Heads of section and technical staff	Somaliland Quality Control Commission



2.0 THE SOMALILAND QUALITY CONTROL COMMISSION SITUATIONAL ANALYSIS

2.1 Introduction

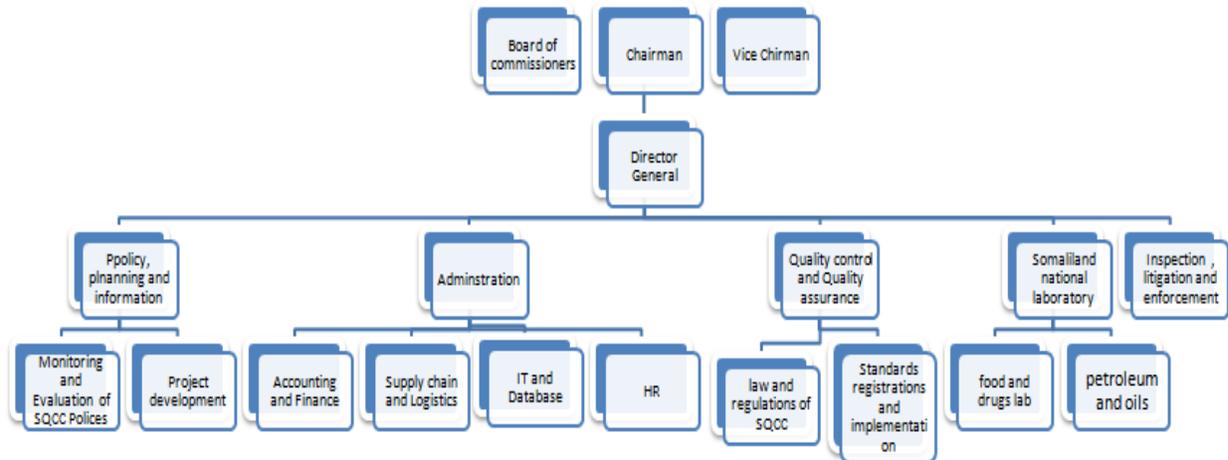
The Somaliland Quality Control Commission was established by an Act of Parliament- Quality Control Commission Act (**Act No. 68/2014**) of 2014 and gazetted in 2015. This Act came out of the need to regulate quality of products and commodities. The Act aims at ensuring that quality control of products and commodities is guaranteed and public health is protected.

2.2 SQCC Organizational Structure

The Somaliland Quality Control Commission is organized in such a way that the hierarchy of authority and reporting is from the Board of Commissioners headed by a Chairman and his Deputy or Vice, to Director General, to Directors of Departments and then Heads of sections.

The SQCC Board of Commissioners is the policy making body and is responsible for defining the strategic direction of the body as well as supervising and controlling the administration and financial management of SQCC.

The Director General (DG) is responsible for the day-to-day administration of SQCC. In carrying out his work, the DG is assisted by the departmental Directors who coordinate the daily operations of their respective departments including planning, execution, M&E and reporting on the performance of their departments. The Directors of department are helped by heads of sections in collectively achieving the objectives of their functional areas. The current organization chart of SQCC is shown below:



2.3 SQCC Functions

The Act establishing SQCC outlines sixteen solid functions to enable it deliver on its mandate. The functions are grouped into five broad categories, namely:

- Develop National Standards;
- Carry out testing activities;
- Act as the National Scientific, Industrial and Legal metrology Agency;
- Inspect imports, industries and markets to assess & enforce conformity to standards' requirements;
- Offer product and systems certification services;
- Disseminate information related to its services to the general public through awareness, announcements, education and targeted trainings; and
- Represent Somaliland and its interests in regional and international standardization fora.

2.4 SQCC Current Staff Capacity

The current capacity for Somaliland Quality Control Commission is 78 staff excluding the commissioners but including the DG. This number includes all staff at regional, border and airport offices. The distribution of these employees in different functional areas is as follows:



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- Director General; 1
- Administration and Finance; 36 permanent and 9 Temporary
- Quality Assurance and Quality Control; 7
- Policy Planning and Information; 1
- Inspection, Litigation and Enforcement:24

2.5 SQCC Noticeable Limitations

SQCC is mandated to provide testing, calibration, inspection and certification services to ascertain quality and compliance to set standards. However, SQCC's capacity to adequately provide the necessary services to stakeholders, namely; local manufacturers, importers, service providers, agriculturalists, and consumers at large, is hampered by capacity constraints which limit the uptake of standards.

These constraints include:

- Budget appropriations were significantly improved in 2019 but are still insufficient
- Insufficient policy and legal framework to fully operationalise the SQCC Act
- Insufficient staff
- Young workforce that has limited SQMT competence
- Limited inspection & market surveillance activities
- Standards development work has just started but needs orientation in terms of procedural, scope and operations
- Metrology, certification, and testing services are not operational
- Standards education through awareness and targeted trainings is not done
- SQCC is not a member nor does it have a network relationship with either regional or international standards body.

2.6 SQCC- SQMT Performance Analysis since 2016

Somaliland Quality Control Commission has four functional services which are; Finance and Administration, Import inspection, market surveillance and the just started standards development.

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SQCC has no analytical laboratories but since the start of the year 2018, it has been sending samples to ESMA of UAE for analysis. The samples mostly sent out for testing are food and food related. Samples sent to ESMA were mainly from import inspection and market surveillances whose decisions could not be made based on visual inspection alone. Standards development work started in 2018 and there are ten (10) draft standards waiting for editing after which public review and eventual publication will be done. Import inspection is done mainly at the entrance port of Berbera and to a less extent at other exit points. Market surveillance activities are done but in a scattered manner. SMEs inspection is also done but on non-planned basis.

For these functional areas, the following is what has been achieved since 2016:

Service	Standards Developed			Consignments inspected			SMEs and Market surveillances carried out			Samples Analysed from Outside Somaliland		
	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018
Year	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018
Measure	0	0	10	10,800	17,340	43,200	26	29	73	0	-	31

Note: During this year (2019), 5 samples mainly in food have so far been sent out of Somaliland for analysis.

2.7 Government Funding for the Last Four Years

The Government of Somaliland’s funding to SQCC has been progressively improving since 2016 up to this year (2019) where it has increased almost four-fold and this worth appreciating. SQCC has also been able to use the money allocated to it. The table below shows the funding that SQCC has been receiving from the Somaliland government since 2016 and the percentage of absorption.

S/N	Year	Budget in S/ls	Budget in USD	% Absorption
1	2016	3,417,823,680	569,637.28	100
2	2017	3,914,365,632	652,394.27	100
3	2018	3,487,902,432	581,317.07	100
4	2019	12,500,096,914	2,083,349.49	55

2.8 SWOT Analysis

SQCC has been mandated to provide SQMT services. Although not much has been achieved in the previous years it can't be ignored that SQCC is a young Agency and has other challenges as highlighted in the proceeding chapters. It is expected that after this SP is developed and implemented, SQCC's achievements will be more visible in supporting development for Somaliland.

However, for SQCC to attain its strategic goals it will have to overcome its weaknesses and external threats while at the same time leveraging the available opportunities and strengths. The following is a scan of SQCC's Strengths, Weaknesses, Opportunities and Threats:

2.8.1 Strengths

- SQCC is legally recognized
- SQCC has a focused top management
- SQCC has a presence in the whole of Somaliland with Headquarters in Hargeisa, regional offices and border control offices
- Annual Government funding which was more than tripled for the financial year 2019
- Young and vibrant workforce
- Agency has a basic IT core infrastructure
- SQCC has four departments functional albeit on a limited scale

2.8.2 Weaknesses

- Although SQCC has an Act establishing it, the Act lacks supporting policy and legislation to enable it to be fully implemented
- Testing, Certification and Metrology services are neither established nor functional
- The four functional areas have just started or are working far below their capacity
- SQCC has few staff in relation to their mandate
- Most of the existing staff have just been recruited and lack job tailored training and SQMT exposure
- Although the budget has been progressively improved, it is still insufficient to cover all the planned activities of SQCC
- Lack of a framework to retain some special skilled personnel who join SQCC

- SQCC does not own its offices, it rents the offices it occupies including its HQ
- Lack of recognized procedures for standards development and conformity assessment services

2.8.3 Opportunities

- Government of Somaliland's will to promote a culture of standardization
- SQCC is the only government standardization Agency in Somaliland
- Vision 2030 and National Development Plans are in support of SQCC and its services
- SQCC has potential to generate revenues
- There is fast growing industry and SMEs sector that yearn for SQMT services
- The partnership from four ministries stated in the Act
- The partnership from development partners
- Visible improving private investment climate
- Somaliland internal market as well as export markets currently being exploited
- Willingness of private SQMT bodies to establish in Somaliland

2.8.4 Threats

- Somaliland is not a Universal recognized State despite her push to be granted so
- Lack of a National Quality Policy to guide on government's standardization Agenda
- Lack of skilled manpower to drive the standards development plans
- Testing of samples from outside Somaliland which is expensive and time consuming
- Some conflicting and duplication roles especially for MDA offering similar services
- Lack of accreditation bodies and International certifications companies

2.11 Stakeholders Analysis

The Act establishing the SQCC gives it enforcement as well and promotional mandate. SQCC well understand that it can hardly deliver on this mandate without collaboration from its partners at national, regional and international levels.

SQCC has an array of both internal and external stakeholders. Internal stakeholders are the Commissioners and the rest of the SQCC employees. External stakeholders include but are not limited to:

Somaliland MDAs like;

- Ministry of Commerce, Trade and Tourism
- Ministry of Health Development
- Ministry of Livestock and fisheries
- Ministry of Agriculture Development
- Ministry of Finance
- Ministry of Water Development
- Ministry of Public works, land
- Ministry of Investment
- Ministry of Planning
- Somaliland Ports and Airport Authority
- Berbera Oil Terminal
- Public and Private Universities, and Research Institutions

Development Partners like;

WHO, UNICEF, WFP, UNDP, and FAO

International Standards Bodies like;

ARSO, ISO, AFRIMETS, IEC and OIML

National Standards Bodies like;

BSI, ESMA, SQC, KEBS, ESA and RSB

The success of SQCC is to a good measure the success of the MDAs. Therefore, SQCC will continue to work with them and even strive to forge strong working relationship with them.

SQCC initiated a contact with TMEA which lead to BSI undertaking the work of developing this SP. SQCC would like to reinforce this contact to ensure a strong partnership with TMEA and BSI. Therefore during the lifetime of this SP, SQCC will try to further enhance the relationship with the two institutions.

During the lifespan of this SP, SQCC plans to develop relations with the above mentioned National, Regional and International Standardization bodies. SQCC will sign MoUs with some selected stakeholders while informally working with others.



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For as far possible, SQCC will learn from the more developed national Standards Bodies like KEBS, ESMA, ESA, and RSB.

SQCC would like to participate to a possible degree in Regional and International standardization activities hence its need to apply for membership of ARSO, AFRIMETS, ISO and possibly IEC.

3. KEY SUCCESS FACTORS

The successful implementation of this Strategic Plan is expected to boost the operational efficiency of SQCC while at the same time producing evident results as far as provision of SQMT services is concerned. In the medium and long term, positive outputs of SQMT will be to boost exports, stimulate industrial development, protect consumer exploitation, and protect environment as well as the health of Somaliland citizens and people living in Somaliland, effectively translate into Development of Somaliland.

The following are the Key Success Factors of this Strategic Plan:

3.1 Re-Engineer SQCC Management and Operational Structure

Somaliland Quality Control Commission is the National Standardisation Body (NSB) of Somaliland. A National Standardisation Body or a National Quality Infrastructure (NQI) consists of five building blocks, namely; **Standards, Certification, Testing, Metrology and Quality Assurance.**

Depending on the level of development of a country, Certification can be under Quality Assurance or Standards hence an NSB having four blocks abbreviated as SQMT. At the extreme case and for developed countries, the four building blocks can be separate institutions as long as the work available justifies that setting.

In the current set up, Certification and Metrology are missing from SQCC structure. Therefore, the two will have to be set up and operationalized.

To complete Somaliland NQI, Ministry of Commerce, Trade and Tourism will have to establish and host the **National Accreditation Focal Point** as well as ensuring that it is operational.



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This National Accreditation Focal Point can at a later time and as work permits evolve to Somaliland Accreditation Services.

In order to comply with Somaliland's directive of Public Agencies to have a maximum of five departments while at the same time conforming to international NQI set up requirements, this SP recommends that the structure of SQCC be re-arranged to have the following departments:

- **Policy, planning, Information and Training;**
- **Standards and Certification;**
- **Quality Assurance;**
- **Testing and Metrology; and**
- **Administration & Finance.**

In future and as SQCC grows and government regulations allow; Standards, Certification, Testing and Metrology can be separate departments.

3.2 Development of a National Quality Policy

The Ministry of Commerce, Trade and Tourism in partnership with Somaliland Quality Control Commission will develop a National Quality Policy to guide standardization work in the long term framework. All other SQMT strategies will be aligned with the policy to promote standardization work.

3.3 Development and Enforcement of Standards

Globalization followed by liberalization and privatization have changed the way business is done. Countries that have the capacity or are ready to meet the demands of the three are the ones reaping benefits including trading more, leveraging more internal and foreign direct more investments, more tourists who bring in much needed foreign currency, increasing exports and industrial production, to mention but a few. All these are supported by among others availability of a sound & functional SQMT infrastructure.

SQCC will therefore develop, promote and enforce standards in an effort to enhance competitiveness of Somaliland's products and services, create an enabling investment climate,

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and to protect the national citizens and environment. So far, SQCC has 10 standards still in development stage and more will be developed and implemented.

During the five years of implementing this SP, at least 150 standards will be developed. Also mechanism will be put in place to ensure that these standards are implemented. Such mechanisms will include focused industrial, SMEs and service providers trainings on uptake of standards, use of IT and Media tools to promote standards uptake, making some standards especially those that concern health and safety of people & environment mandatory, developing standards that support National Regulations , etc.

3.4 Develop and Operationalise Regulations

The standards developed shall need to implemented either voluntarily or through enforcement otherwise they may be redundant and hence no value to the citizens and the Somaliland at large. Also, streamlining of SQCC services to ensure efficiency and support accountability is necessary for SQMT beneficiaries and SQCC alike.

Implementation of standards will need a number of strategies including awareness of their benefits, trainings on how to implement or use them, ensuring that the standards are affordable, developing mandatory standards, making the standards part of National regulations and finally developing regulations to enforce mandatory standards. SQCC's products and services will be offered at a cost and to avoid ambiguity in SQCC costs, there is need for a regulation on costing, and it will be developed.

The following regulations will therefore be developed and implemented by SQCC:

- **Regulation to effect Mandatory Standards;**
- **SQCC products & services Charges, Levy and Fines Regulation;**
- **Regulation on Inspectors; and**
- **Legal Metrology Regulations**

3.5 Establish Four Certification Schemes

Certification is crucial for market access. Certification entails both Product & Systems certification. Product certification is like a seal allowing products to access local and international markets. Systems certification ensures standardized, efficient and effective systems and processes globally.

SQCC does not carry out certification of either products or systems currently and there is no documentation at all to support that. By the end of this SP timeframe, SQCC will have the following certification schemes established and operational:

- *Product S-Mark;*
- *HACCP;*
- *FSMS;*
- *QMS; and*
- *EMS.*

3.6 Establishment of Quality Testing Laboratories

Testing is an important component of any quality infrastructure as it enforces quality control especially for that that cannot be detected by the human eye. Currently, SQCC does not have quality control testing laboratories and takes samples to be tested outside Somaliland mostly from ESMA of UAE. The process is tedious, delays business, time consuming, costly and insufficient.

During the five years of this SP, SQCC will establish and operationalise testing laboratories capable of testing critical parameters in foods, drinks, agro-chemicals, fertilizers, petroleum & petroleum products, construction materials etc.

3.7 Set up of Metrology Laboratories

Metrology which is the science of measurement is one of the pillars of a NQI. Measurements play a key role in ensuring fair measurements used for trade, health, environmental protection among others.

Metrology section will be established under the department of Testing and Metrology. At the start, three Metrology laboratories shall be established & Operationalised in SQCC.

3.8 Improve the Capacity and Operational Efficiency of Quality Assurance Services

Quality Assurance department at SQCC has three functional services; Import inspection, Industry inspection and Market surveillance. SQCC has offices at the Red sea port of Berbera and a number of inland ports as well as at Hargeisa Airport where import inspection activities are carried out.

There are also regional offices in towns of Burao, Borama, Erigavo and Zeila from which services mostly SMEs inspection and market surveillance are done. However, there are no proper inspection and surveillance documentation like procedures, forms etc to guide the inspectors. Also, the number and mostly capacity of the staff to carryout inspection and surveillance is limited.

During the five years of this SP implementation, inspection and surveillance services will be reviewed, guiding regulation , operational procedures & data collection forms put in place, staff recruitment & training done and finally offices re-enforced aimed at streamlining inspection and surveillance activities for maximum results.

SQCC will also join one stop center currently being set up at Berbera port. Risk based quality inspection shall be implemented to speed up services delivery using the most minimal resources possible.



3.9 Partnerships with Regional and International Standardisation Bodies

Partnering with regional and international NSBs is needed in order to improve the visibility of SQCC in the region and beyond, to help mentor SQCC young staff, and use the partnerships to participate in international SQMT activities for the benefit of Somaliland.

SQCC will partner with a number of regional and international NSBs and ensure that the partnerships result into gaining the benefits outlined above. It is anticipated that the partnerships will also result into SQCC becoming a member of some of the regional and International Standardisation Bodies. Expectantly, SQCC will participate in international standardization work.

3.10 Human Resource Recruitment & Development

The current staff capacity of SQCC is way insufficient to deliver on the services planned under this strategic plan. Most of the available staff lack exposure and training needed to perform and deliver on their duties & responsibilities.

To implement this strategic plan, SQCC will need to have a minimum of 150 staff distributed in different departments. There will be short term trainings both in and out of Somaliland. There will also be coaching sessions where experts will be brought in to train staff through on-job coaching.

SQCC will also have clear recruitment, training, retention and succession policy and procedures.

3.11 Funding

The Government of Somaliland has been improving on the budget allocated to SQCC for the last three consecutive years. However, if this SP is to be realized, more funds will have to be availed.

The funding will have to be focused on meeting operational costs but more importantly development costs. Development includes such activities like establishment of laboratories (Testing and Metrology), setting up of Certification schemes, Incentives for TC members, paying for accessing reference materials used for developing National Standards & in laboratories, etc.



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The funding will have to be improved by at least by 15% per annum for the first three years and then 10% for the remaining two years. The government should also allow SQCC to use the money generated from sale of its products and services.

When time comes and SQCC has generated enough revenue to meet its operational and developmental costs, the government can halt its budget allocations to SQCC or another understanding can be struck.

4.0 STRATEGIC ORIENTATION OF THIS PLAN

The development of this Strategic has been informed by the targets set out in a number of long and medium term Somaliland development documents mostly the Vision 2030, the National Development Plans I & II, The Somaliland Country Report of 2017, the SQCC Act, the Import and Export reports from 2016 to 2018, and different sector specific development strategies, and the needs & requests of different consulted stakeholders highlighted in this plan.

This Strategic Plan has **ten top level Strategic Goals**. Each Strategic Goal is supported by a number of targeted interventions. For monitoring and evaluation purposes, timelines and estimated corresponding departmental budgets have been included. It is important to note that for proper implementation of this SP, annual action plans shall be developed expounding the annual targets set here under targeted interventions. The annual action plans shall be more detailed to include activities, outputs, key performance indicators (KPI), timelines, and responsible people and where possible, impact.

The following is an account of Goals, Interventions, Timing as well as Cost Estimations:

4.1 Strategic Goal 1- Re-Engineer NQI & SQCC

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SG1	Targeted Interventions	Time Frame
<p>Re-Engineer SQCC and National Quality Infrastructure to be consistent with International Quality Infrastructure setting</p>	<p>The SQCC structure is revised to consist of the subsequent five departments:</p> <ul style="list-style-type: none"> • Standards and Certification • Testing & Metrology • Finance & Administration • Quality Assurance • Policy, Planning, Information and Training <p><i>Metrology and Certification are introduced under Testing& Metrology, and Standards& Certification departments respectively</i></p> <p>Under the department, there will be supporting sections which will later evolve into Units and then Divisions as SQCC grows</p>	2020
	<p>Initiate the process of developing a Somaliland Quality Policy together with Ministry of Commerce, Trade and Tourism</p>	2021
	<p>Complete the Development of the Policy and launch its implementation</p>	2022
	<p>Work with Ministry of Commerce, Trade and Tourism to establish a National Accreditation focal point</p>	2023

4.2 Strategic Goal 2- Develop and Enforce Somaliland Standards

According to the guidance from Somaliland long and medium term documents as well as results of the survey from Public and Private Stakeholders on the focus of the SQMT Strategic Plan, it was decided that the Strategic Plan 2020-2024 focus on the following sectors:

- Foods;**
- Medicaments and their Accessories;**
- Cosmetics;**

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***Agricultural inputs (Fertilizers, Seeds, Pesticides & Agrochemicals);
Horticulture (Fruits and Vegetables);
Irrigation & water harvesting systems, and accessories;
Petroleum and its Products;
Construction Materials; and
Electrical products and accessories.***

During the five years of this Strategic Plan implementation, 150 Somaliland standards will be developed. These standards will be developed focusing on the above sectors. On average, around thirty standards will be developed annually.

The table shows the main focus of standards development and enforcement for five years (2020-2024) of this SP:

SG2	Targeted Interventions	Time Frame
<i>Develop and enforce Somaliland Standards</i>	<ul style="list-style-type: none"> ▪ <i>Review of existing TC and formation of new TCs</i> ▪ <i>Training of TC members</i> ▪ <i>Develop annual standards development programmes</i> <p>Develop the following standards:</p> <ul style="list-style-type: none"> • 10 Standards in Food & Horticulture sectors • 5 Standards in Medicaments & Cosmetics Sectors • 6 Standards in Agriculture, irrigation & water harvesting • 3 Standards in Petroleum sector • 4 Standards in Construction sector <p>A total of 28 standards to be developed</p>	2020
	<p>Development of the following standards:</p> <ul style="list-style-type: none"> • 8 Standards in Food & Horticulture sectors • 4 Standards in Medicaments & Cosmetics Sectors • 6 Standards in Agriculture, irrigation & water harvesting sectors • 4 Standards in Petroleum sector • 5 Standards in Construction sector 	2021

	<ul style="list-style-type: none"> • 4 Standards in electrical appliances & accessories sector <p>A total of 31 standards to be developed</p>	
	<p>Development of the following standards:</p> <ul style="list-style-type: none"> • 7 Standards in Food & Horticulture sectors • 5 Standards in Medicaments & Cosmetics Sectors • 8 Standards in Agriculture, irrigation & water harvesting sectors • 3 Standards in Petroleum sector • 5 Standards in Construction sector • 3 Standards in electrical appliances & accessories sector <p>A total of 31 standards to be developed</p>	2022
	<p><i>Put in place ICT tools to enable online access and dissemination of standards</i></p> <p>Development of the following standards:</p> <ul style="list-style-type: none"> • 8 Standards in Food & Horticulture sectors • 5 Standards in Medicaments & Cosmetics Sectors • 6 Standards in Agriculture, irrigation & water harvesting sectors • 4 Standards in Petroleum sector • 5 Standards in Construction sector • 2 Standards in electrical appliances & accessories sector <p>A total of 30 standards to be developed</p>	2023
	<p>Development of the following standards:</p> <ul style="list-style-type: none"> • 5 Standards in Food and Horticulture 	2024

	<p>sectors</p> <ul style="list-style-type: none"> • 4 Standards in Medicaments & Cosmetics sectors • 7 Standards in Agriculture, irrigation & water harvesting sectors • 4 Standards in Petroleum sector • 7 Standards in Construction sector • 3 Standards in electrical appliances & accessories sector <p>A total of 30 standards to be developed</p>	
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4.3 Strategic Goal 3- Develop Regulations to support SQMT services

SG3	Targeted Interventions	Time Frame
<i>Develop and implement regulations to support SQCC services</i>	Data collection to support regulations development	2020
	Develop, approve and use the Industrial levy, Fines and service charges regulation	2021
	Develop, approve and use the mandatory standards regulation	2022
	Develop, approve and use the Industry/SMEs, market surveillance, Import, and Legal metrology inspections regulations	2023

4.4 Strategic Goal 4- Establish functional Testing & Metrology Laboratories

SG4	Targeted Interventions	Time Frame
<i>Establish functional quality Testing and</i>	<ul style="list-style-type: none"> • Transfer the Fuel testing laboratory under full SQCC management • Construct testing and metrology laboratory for SQCC 	2020

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Metrology laboratories	<ul style="list-style-type: none"> Construction is completed and basic equipped installed and operations start 	2021
	<ul style="list-style-type: none"> Lab. operation and continuous capacity building of local technicians on how to operate and manage the laboratories Start the process of accrediting the fuel laboratory to ISO/IEC 17025 	2022
	<ul style="list-style-type: none"> Conduct a nationwide survey to inform expansion needs of Testing and Metrology laboratories services Expand the capacity of the Testing and Metrology laboratories services as per the results of the survey 	2023
	Implement ISO/IEC 17025 in the rest of Testing and Metrology laboratories	2024

4.5 Strategic Goal 5 – Develop and operationalise four certification schemes

SG5	Targeted Interventions	Time Frame
Develop and operationalise four product and systems certification schemes	Data collection to inform certification schemes development	2020
	Develop and Operationalise a Product certification standardization (S-Mark) scheme	2021
	Develop and Operationalise HACCP and FSMS schemes	2022
	Develop and Operationalise ISO 9001:2015 (QMS) scheme	2023
	Develop and Operationalise ISO 14001: 2015 (EMS) scheme	2024

4.6 Strategic Goal 6- Streamline Industry, Market and Imports inspection activities

SG6	Targeted Interventions	Time Frame
<i>Streamline Industry, Market and Imports inspection activities</i>	Harmonise quality inspection procedure with customs and Dubai Port World management procedures	2020
	Implement risk based Import inspection	2021
	Start product focused industry/SMEs inspection and market surveillance activities respectively	2022

4.7 Strategic Goal 7- Develop and implement Industries and SMEs Training Programmes

Trainings and awareness to industries and SMEs in both manufacturing and service sectors on compliance to standards are crucial in ensuring that they provide quality products and services and hence gaining competitive edge on local and international markets.

General trainings & awareness shall be carried out but the main focus of SQCC will be sector targeted trainings targeting mainly compliance to mandatory standards. Before enforcement of any mandatory standard, SQCC will first carry out training and or awareness of that standard to be enforced.

SG7	Targeted Interventions	Time Frame
<i>Develop and implement Industries and SMEs Training Programmes</i>	Develop training materials for priority sectors focusing mainly on mandatory standards	2020
	Train 8 Industries and/or SMEs in both manufacturing and service sectors	2021
	Train 10 Industries and/or SMEs in both manufacturing and service sectors	2022
	Train 12 Industries and/or SMEs in both manufacturing and service sectors	2023
	Train 15 Industries and/or SMEs in both manufacturing and service sectors	2024

4.8 Strategic Goal 8 – Recruit more staff to boost SQCC human capacity

A total of ninety two (92) new staff members will be recruited during the five years of this SP and distributed in the five departments making up re-engineered SQCC. The following is a summary of the number of staff that will be recruited during the time frame of this SP.

SG8	Targeted Interventions	Time Frame
<i>Recruit more staff to boost SQCC human capacity</i>	27	2020
	20	2021
	20	2022
	15	2023
	10	2024

4.9 Strategic Goal 9 – Train SQCC staff to equip them with needed competence

In order to gain competence and therefore support achieving the targets outlined in this SP, SQCC staff will be trained in different fields befitting their areas of operation. Newly recruited staff will be given orientation and minimum training needed to deliver on their responsibilities. Training will be conducted at SQCC and outside of Somaliland. On job training and internships will be some of the strategies used to equip SQCC employees with needed skills.

The following table illustrates how staff training at SQCC will mainly be carried out:

SG9	Targeted Interventions	Time Frame
<i>Train SQCC staff to equip them with needed competence</i>	Ten (10) staff members sent to a selected NSB to train on standards development	2020
	<ul style="list-style-type: none"> • SQCC based expert trainings on modern analytical methods • In-house training of testing and product certification Auditors 	2021
	<ul style="list-style-type: none"> • Implement SQCC based expert trainings on Metrology calibrations and verifications • In-house training of metrology and systems certification Auditors 	2022



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	Ten (10) staff members sent to two different NSBs to train on Quality Assurance and Certification processes	2023
	SQCC based expert trainings on ISO/IEC 17025 laboratory accreditation and SQCC ISO 9001 certification	2024

4.10 Strategic Goal 10 - Partner with other Standardisation Bodies

SG10	Targeted Interventions	Time Frame
<i>Sign MoUs with at least six standardization bodies and Join ARSO, AFRIMTES, ISO and possibly IEC</i>	Sign MoU with RSB and start bi-lateral cooperation activities	2020
	Sign MoU with ESMA & KEBS and start bi-lateral cooperation activities	2021
	Sign MoU with ESA and start bi-lateral cooperation activities	2022
	Join ARSO and AFRIMTES and start working with them	2023
	<ul style="list-style-type: none"> Join ISO and start attending its meetings and participate in its planned activities Apply for membership of IEC and if admitted start attending its meetings and participating in its planned activities 	2024

4.12 Estimated SP Implementation Budget Expenditure

Implementation of this Strategic Plan is expected to cost 15,763,851.8 approximately 15.76 million USD. This budget will cater for operational and development costs. Realistically this budget translates into 3.15 million USD annually.

Analyzing the current salary expenditures and the projected recruitment, salaries and associated remunerations will take 1.00 million USD. The remaining 2.15 million USD shall be used for



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development budget. This development budget will be distributed between the Departments in the following proportions:

S/N	Department	Amount (USD)
1	Testing and Metrology	1,100,000
2	Standards and Certification	350,000
3	Policy, Planning, Information and Training	260,000
4	Quality Assurance	240,000
NB: This will be the annual budget for training SQCC staff		200,000

5.0 MONITORING AND EVALUATION FRAMEWORK

5.1 Introduction

Somaliland Quality Control Commission considers Monitoring and Evaluation very consequential to the attainment of this SP's goals. An effective monitoring and evaluation system will produce data and information relating to the SQCC's activities and the extent to which targets are being met.

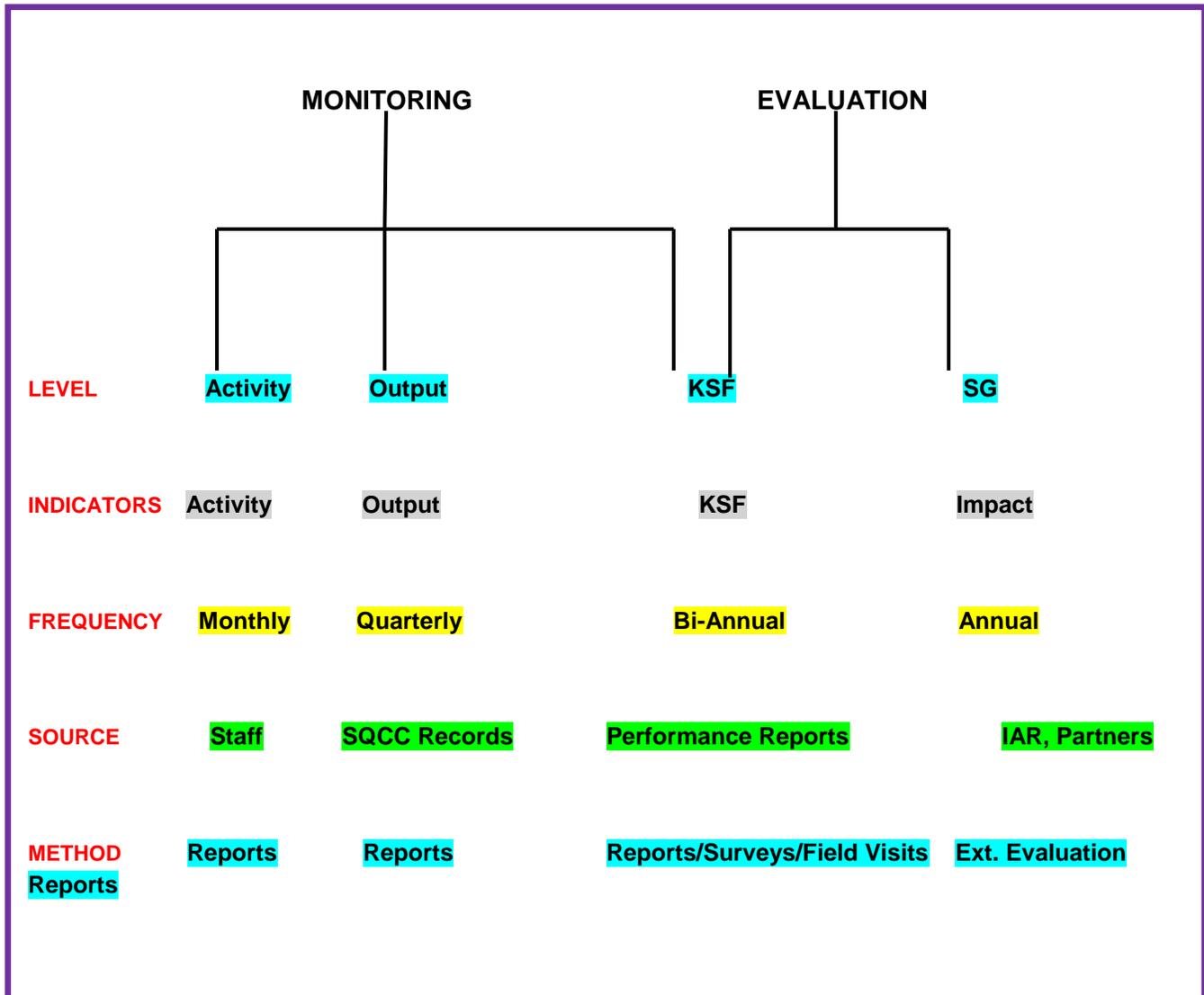
5.2 SQCC's M&E Framework

SQCC takes Monitoring and Evaluation as two split exercises which although complement each other will be done separately. Every year, SQCC will extract from this SP; strategic goals and targeted interventions to be achieved and develop an Annual Action Plan (AAP). The AAP shall be detailed enough to show strategic goal, targeted intervention, activity, output, KPI, timeframe and responsible person. An M&E Plan shall be developed to track the implementation progress and evaluate the impact of the corresponding Action Plan.

The result of SQCC's M&E framework will be a combination of the outcomes of the five AAPs and their corresponding M&E Plans. The SQCC shall agree on the KPIs and eventual Impact at the start of implementation of this Strategic Plan.

The SQCC's M&E framework model is as shown on the following page:

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KEY

KSF- Key Success Factor

SG- Strategic Goal

IAR- Internal Audit Report

5.3 ME& Strategies, Timelines and Reporting

This Strategic Plan is a living document which from time to time needs strategies, timelines and reporting mechanisms mainly to ensure that the performance of SQCC's products, services, processes and systems are continuously checked and predicted. The following **strategies**, **timelines** and **reporting** shall be applicable to this SP at SQCC:

- Every month, all staff shall prepare and submit to their respective Heads of Sections (HoS) a progress report on the activities outlined in the AAP;
- Every quarter, the heads of sections shall prepare a report of performance including activities and their corresponding outputs and submit it to their respective Head of Departments (HoD);
- Every after six months, the HoD shall prepare a departmental report including progress on activities, outputs and key success factors (KSF) and remit it to Director General (DG); To understand and evaluate the level of achievement of KSF, strategies like field visits, focused surveys and analyzing different reports shall be used;
- Every year and before the elapse of a financial year, the DG shall prepare a comprehensive technical and financial report to the Chairman and other Commissioners. The technical part of the report will consist of; Activity, Output, KSF, the Strategic Goal and the eventual impact. The financial part will consist of given budget, how it was shared between the departments and how the shared budget was used in the different departments.

The following reports as well as the SQCC records shall inform the DG's report: Monthly, Quarterly, Bi-annual, Internal Audits, External Evaluations, Field visits, and Survey reports.

Every level tasked with receiving reports shall evaluate the report against the set targets. If there is variance, explanations shall be thought and remedial measures discussed, agreed and implemented.

This Strategic Plan shall be reviewed at the end of its third year and a final evaluation shall be done after five years.

6.0 STRATEGIC PLAN FUNDING

6.1 Sources of SQCC Funding

Somaliland Quality Control Commission (SQCC) has yet to start offering paid for products & services, therefore its budget is 100% funded by the government of Somaliland through Budget appropriations. During the implementation of this SP and as SQCC launches and starts offering its products and services, it will make money from its products and services. However, this money generated from sale of products and services will not be sufficient to support operations and development plans of SQCC. Funding to implement this strategic plan will therefore have to come from a mixed of sources. The following table shows where and how much the different sources are expected to contribute:

S/N	Source	% Budget Contribution/Year				
		2020	2021	2022	2023	2024
1	Government	95	85	75	70	65
2	SQCC generated revenues	0	10	20	25	30
3	Donors and Development Partners	5	5	5	5	5

6.2 Estimated SP Implementation Budget 2020-2024

In the year 2019, government of Somaliland allocated approximately 2.1 million USD to fund SQCC’s operational and developmental budgets. This is around four times bigger that its budget in 2018. While an increment in the budget is expected during the year 2020, such a hike is not anticipated.

The strategic plan has therefore proposed a 15% cumulative budget increase for the first three years and then increase reduced to 10% as SQCC will have started to generate money and allowed to re-invest it to support its budgetary lines.

The following is therefore an estimation of government budget contributions:

- 2020 Budget 2.415 Million USD (15% increment on 2.1 million USD given in 2019)
- 2021 Budget 2.77725 Million USD (15% increment)
- 2022 Budget 3.1938375 Million USD (15% increment)
- 2023 Budget 3.51322125 Million USD (10% increment)
- 2024 Budget 3.864543375 Million USD (10% increment)

6.3 SP Expected Budget Contributions from Major Sources

S/N	Source	Budget Contribution/Year (Millions USD)				
		2020	2021	2022	2023	2024
1	Government	2.29425	2.3606 625	2.39537 8125	2.45925 4875	2.51195 31938
2	SQCC generated revenues	0	0.2777 25	0.63876 75	0.87830 53125	1.15936 30125
3	Donors and Development Partners	0.12075	0.1388 625	0.15969 1875	0.17566 10625	0.19322 71688

7.0 MAJOR ASSUMPTIONS & RISKS

The successful implementation of this Strategic Plan will depend on minimization of the identified & documented risks as well as ensuring that assumptions made are accurate as SP implementation process progresses from time to time.

7.1 Assumptions

- Financial resources needed for the implementation of this SP are continuously provided;
- Proposed staff are recruited and equipped with necessary competence;
- The proposed re-engineering of SQCC is supported and effected;
- Even when environment changes, the competing long term objectives will NOT be given priority over implementation of this SP;
- There will be continuous capacity building of SQCC staff to manage their current and future workloads;
- SQCC will put in place ICT tools to support SQMTs business and the tools will be continuously updated; and
- SQCC has a functional policy on hiring and retaining the best performing staff.

7.2 Risks

- Lack of resources (Finance and competent Personnel) to implement this Strategic Plan
- Disinclination by public and private sector to consume SQMT services