

# STRATEGIC PLAN

2025 - 2029

"Driving Sustainable Growth Through Partnership, Innovation, and Inclusion."

June 2025

# STRATEGIC PLAN 2025-2029



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# **FOREWORD**

It is with immense pride and gratitude that the Somali Chamber of Commerce and Industry unveils its Strategic Plan for the years 2025–2029, in line with the Somali National Transformation Plan 2025–2029. This visionary framework aims to foster sustainable economic growth, enhance trade and investment opportunities in the country, and empower Somali entrepreneurs across diverse sectors. This document charts a clear course for strengthening business entities in Somalia, driving sustainable economic growth and supporting Somalia's private sector at a critical moment of opportunity and transformation.

This Strategic Plan 2025-2029 sets forth a clear roadmap for Somalia's economic resurgence, focusing on institutional strengthening, advocacy and policy influence, fair employment and skills development, sustainability promotion innovation, trade and and diversification. It reflects SCCI's mission to drive economic diversification employment. and

The SCCI extends its sincere gratitude to the International Labor Organization unwavering for their technical guidance, encouragement partnership. We recognize with special thanks to the pivotal role and support played ILO in finalizing by this document.

As we embark on this transformative journey, the SCCI expresses its profound gratitude to all the partners and contributors to this document. This accomplishment is a testament to the power of collaboration and the united vision for Somalia's economic future.

invaluable contributions of various stakeholders in shaping this strategic vision. A heartfelt appreciation also extended to:

- •Government institutions of Somalia: For their active collaboration and alignment of policies to ensure coherence with our National Transformation Plan.
- •Non-state actors: For their critical role in advocating for inclusivity and innovation, ensuring diverse perspectives were embedded in the plan.

The Somali Chamber of Commerce and Industry invites all its stakeholders, national and international, to join in the implementing of this ambitious plan. Together, we can build a future of sustained growth, regional integration, and global competitiveness for Somalia.

Thank you for your continued support and commitment to the growth and prosperity of Somalia.

Mahamoud Abdi Ali Gabeire
The President of SCCI

# INTRODUCTION

The Somali Chamber of Commerce and Industry (SCCI) is charting a bold course with its Strategic Plan for 2025–2029, designed to strengthen its institutional capacity and establish its position as a driver of sustainable economic growth in the Federal Republic of Somalia (FRS). This plan reflects SCCI's commitment to addressing critical challenges such as limited membership engagement, inadequate service delivery, and communication gaps, while navigating Somalia's dynamic and evolving business environment. By adopting a transformative and inclusive approach, the Strategic Plan aims to empower SCCI to better serve its members, foster private–sector growth, and contribute meaningfully to the creation of decent work opportunities across Somalia.

This Strategic Plan is a comprehensive framework that outlines SCCI's vision to become a key enabler of sustainable economic growth and its mission to foster trade, innovation, and industrial development with a focus on empowering youth and women entrepreneurs. It is guided by core values of inclusivity, innovation, collaboration, and sustainability, and is structured around four strategic priorities:

Institutional strengthening and capacity building to enhance membership growth, services delivery,

- Advocacy and policy influence to attract foreign investments,
- Create jobs and improve the economy,
- Trade promotion and diversification,
- Sustainability and innovation.

Each priority is supported by clear objectives, actionable steps, and measurable outputs to ensure progress. Additionally, the plan incorporates an operational action plan detailing activities, timelines, resource allocation, and budgets, alongside a robust risk management framework to address challenges such as political instability and economic volatility.

partnership framework outlines SCCI's collaboration with regional international organizations; while monitoring reporting mechanisms ensure transparency accountability. and The plan also includes a situational analysis (SWOT) to provide strategic overview SCCI's strengths, weaknesses, opportunities, and threats, laying the groundwork for informed decision-making. Aligned National the with Transformation Plan (NTP) 2025-2029, I Somalia.

# THE COUNTRY CONTEXT

The Federal Republic of Somalia is located in the Horn of Africa, the world's most one of homogeneous nations, with a population exceeding 14 million. It shares borders with Ethiopia, Djibouti, and Kenya, while its extensive 3,333 km coastline along the Gulf of Aden and the Indian Ocean makes it a strategic maritime hub. country's economy is primarily driven by agriculture, with key exports including dry lemon, banana, livestock, sesame, and fisheries. Rich in natural attractions. Somalia boasts historical sites, pristine beaches, waterfalls, mountain ranges, and national parks.

Strategically positioned along historic trade routes, Somalia possesses vast untapped resources, including marine assets, offshore oil and gas, and various minerals. It is a leader in renewable energy, being the second African nation to integrate fuel, solar, and wind power into its energy sector. Somalia is also a member of the Regional Centre for Renewable Energy and Energy Efficiency (RCREEE). Politically, Somalia has upheld a tradition of peaceful power transitions since its first elections in 1967. As a founding member of the African Union, it hosted the 11th OAU summit in 1974 and has been an active member of the Organization of Islamic Cooperation since 1969 and the Arab League since 1974. The country adopted its constitution in 1961, with Somali language becoming official written language in 1972.



# **INSTITUTIONAL CONTEXT**

The Somali Chamber of Commerce and Industry (SCCI) was established in 1962 as a government agency under the Ministry of Trade and Industry, serving as a vital link between Somalia's government and the private sector, both locally and internationally. However, the SCCI ceased operations following the collapse of Somalia's central government in 1991. After a 22-year hiatus, the SCCI was reactivated on March 3, 2012, as a voluntary, non-governmental business association representing Somali private enterprises.

The NTP focuses on four core pillars:



**Transformational** Governance,



Sustainable Economic Transformation,



Social and Human **Capital Transformation** 



Environment and Climate Resilience.

Additionally, the SCCI plays a critical role in Somalia's National Employment Policy (NEP), adopted in 2020. The NEP emphasizes three complementary pillars:

Establishing an employment governance system through enhanced government capacity, coordination, and private-sector engagement,

Fostering private-sector development by creating a business-friendly environment for micro, small, and medium enterprises

Promoting key vertical sectors to drive economic growth and strengthen the labor market.

Somalia is a member of various international and regional organizations, including the UN, AU, OIC, Arab League, IGAD, East African Community, IMF, and World Bank. It is also in the process of joining the WTO. Since 2019, the International Labor Organization (ILO) has formally recognized the SCCI as its sole employer constituent in Somalia. The SCCI is a signatory, alongside the Government of Somalia and workers' organizations. the Somali Decent Work Country Programme (DWCP) for 2023-2025. This initiative aligns with Somalia's National Transformation Plan (NTP) for 2025–2029 which aims to propel Somalia towards a future defined by stable governance, adherence to the rule of law, sustainable economic growth, and improved citizen well-being.

> Implementation of these policies and plans relies on the tripartite effective collaboration and SCCI through this strategic plan will advance the collaboration in the best interest of the people of Somalia.



# CORE VALUES:



# **Inclusivity:**

We value the diverse representation with focus on youth and women entrepreneurs in the Federal Republic of Somalia.



# **Sustainability:**

We value business practices that support long-term economic, social and environmental goals.



### **Innovation:**

We encourage creative solutions that respond to evolving market and technological trends.



## **Collaboration:**

Partnerships among stakeholders to foster a unified voice and economic growth in the Federal Republic of Somalia.

# STRATEGIC PRIORITIES 2025-2029

Consultations with members of the Somali Chamber of Commerce and Industry, senior management, Government counterparts, Civil Society Organization have resulted in the below proposed strategic priorities as areas of focus for SCCI in the next five years.





# STRATEGIC PRIORITIES, STRATEGIC OBJECTIVES, ACTIONS AND OUTPUTS

Strategic	Strategic	Actions	Expected
Priorities	Objectives		Outputs
Strategic Priority 01: Institutional Strengthening and Capacity Building	Strategic Objective  01: Enhance SCCI's organizational efficiency and governance to improve membership, deliver services to members, enhance business agenda and to respond to emerging business needs.	<ul> <li>Build the capacity of SCCI staff and members through training in membership development, services to members, communication, advocacy, trade facilitation, and digital transformation.</li> <li>Improve internal governance by introducing transparency mechanisms and clear accountability frameworks.</li> <li>Develop a robust monitoring and evaluation system to track progress and impact.</li> </ul>	<ul> <li>Governance and accountability mechanisms implemented.</li> <li>Membership increased in number and improved services.</li> <li>Staff trained in advocacy, trade facilitation, and digital tools.</li> <li>Monitoring and evaluation systems established.</li> </ul>



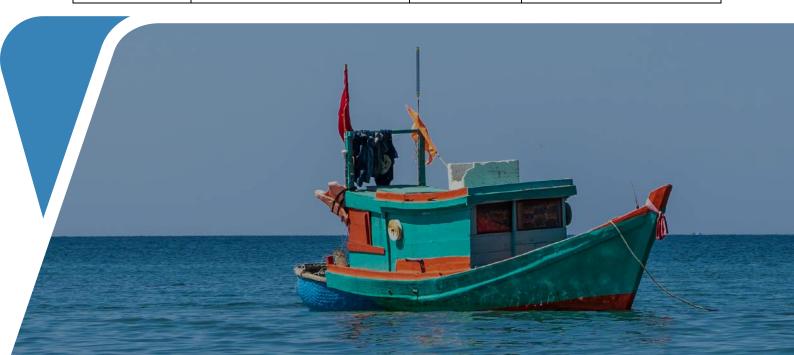
Strategic Priority	Strategic Objective	•	Development of	•	Advocacy policy
<b>02:</b> Advocacy and	<b>02:</b> Represent and		advocacy policy and		and strategy
Policy Influence	protect the interests		strategy		developed and
	of the Somali private	•	Collaborate with the		adopted
	sector through		government	•	Business-friendly
	effective lobbying		institutions and non-		policies enacted in
	and policy advocacy.		estate actors in the		collaboration with
			interest of business		the government.
			development to	•	Streamlined
			streamline business		business
			registration processes		registration
			and improve the		processes.
			regulatory	•	Regular
			environment.		participation in
		•	Advocate for fair trade		public-private
			policies, labor market		dialogue forums.
			reforms, and reduced		
			regulatory burdens		
			for SMEs.		
		•	Engage in public-		
			private dialogue to		
			address key business		
			challenges and		
			promote investment-		
			friendly policies.		
Strategic Priority	Strategic Objective	•	Contribute in the	•	Improved
<b>03.</b> Fair	<b>03:</b> Ensure equal		enforcement of labor		compliance with
Employment and	access to decent		laws to promote fair wages, safe working		labor laws,
Skills Development	employment		conditions, and non-		resulting in fair
	opportunities through skills		discriminatory hiring.		wages and safer
	development and		_		workplaces. Increased number
	labor protections.	•	Support vocational	•	of individuals
	labor protections.		training and job		trained and placed
			placement programs		in jobs through
			to align skills with market demands.		vocational
					programs.
		•	Support	•	Greater access to
			entrepreneurship through financial and		financial and
			technical assistance		technical support
			for small businesses		for small
			and startups.		businesses and
			ana san tapsi		startups.
					startups.

### **Strategic Priority 04: Strategic Objective** Support businesses in Awareness and Promote Sustainability 04: and adopting green creation of sectorand Innovation. sustainable business environmentally specific practices and foster friendly practices. sustainability innovation in Somalia's Advocate for investment guidelines for private sector. in renewable energy businesses. Increased adoption and innovative business technologies. of green and Facilitate research and environmentally development initiatives friendly practices by to identify and address Somali businesses. emerging market Launch of renewable trends. energy projects and investment in innovative business technologies. Establishment of research and development (R&D) initiatives to address market trends. Strategic Objective **Strategic Priority 05:** Advocate for simplified Export capacity in Trade Promotion and **05:** Enhance Somalia's customs procedures and agriculture, Diversification trade capacity by digitalized trade livestock. and promoting exports, facilitation systems. fisheries sectors facilitating market increased. Promote value-added access, and exports in agriculture, Participation in diversifying economic livestock, fisheries, and regional and activities. renewable energy international trade events annually. sectors. Simplified customs procedures Facilitate participation implemented. in regional and Increase in number international trade of industrial set ups. agreements, such as EAC and IGAD, to expand market access. Promote establishment value-adding

industries and clusters.

# OPERATIONAL ACTION PLAN (ACTIVITIES, TIMELINES, RESOURCE ALLOCATION AND ESTIMATED BUDGET)

Strategic	Activities	Time line	Resource Allocation
Priority	Activities	Time inc	Resource Anotation
Triority			
Institutional	Train staff	Year 1 – Year 3	Capacity-building funds
Strengthening	Establish M&E framework		Audit budget.
	Improve governance		
Advocacy and	• Develop Advocacy	Year 1 – Year 2	Policy/strategic
Policy	Policy/Strategy		management consultant
Influence	stakeholder		Documentation tools
	consultations/validation		
	Establish a Policy Advocacy		
	Committee		
	High-level meetings with		
	governments		
Fair	Support vocational and	Year 1 – Year 3	Mapping of the existing
Employment	technical training.		technical vocational
and Skills	• Strengthen enforcement of		training centers
Development	fair employment policies		Budget for meetings and
	Support entrepreneurship		workshops.
	and self-employment		
Sustainability	Support adoption of green	Year 1 – Year 5	Sustainability funds
and	practices		R&D team
Innovation	Launch R&D programs		Partnerships.
	Advocate for renewable		-
	energy investment.		
Trade	Facilitate trade missions	Year 1 – Year 5	Trade facilitation funds
Promotion	Lobby and advocate with		External consultants.
and	the relevant government		
Diversification	institution to simplify		
	customs processes.		



# PARTNERSHIP WITH PURPOSE

Partnership in this context implies long-term relationship between two or more organizations. SCCI is currently affiliated to several regional and international organizations including:



International Labour Organization (ILO)



Union of Arab Chambers



Arab Labor Organization



Pan African Chamber of Commerce









Confederation of IGAD Employers

East African Chambers of Commerce Industry and Agriculture

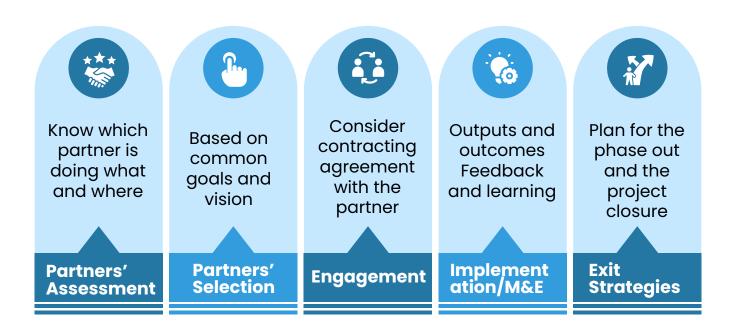
ICC World Chambers Federation

Islamic Chamber of Commerce and Development

SCCI needs to maintain strong relation with all these organizations including the Development Partners, United Nations, Civil Society Organizations and Foundations both in Somalia and Globally. The partnership needs to be with likeminded organizations for a mutually agreed set of principles and accountabilities, working towards defined objectives that facilitate lasting cha nge for business community in the Federal Republic of Somalia.

Effective partnership is necessary for the development of SCCI as it will not only do its best in influencing Somalia environment but is also influenced by the same environment. As such the organization can't effectively operate in isolation but needs to develop effective relationships of purpose with other actors in and outside the SCCI.

# Description of engagement with partners



# RISK MANAGEMENT FRAMEWORK

<b>Identified Risks</b>	Mitigation Strategies
Political Instability:	<ul> <li>Engage in regular dialogue with the government to ensure stability in operations.</li> <li>Develop contingency plans to adapt to political shifts.</li> </ul>
Security Challenges	<ul> <li>Partner with security agencies to safeguard business operations and trade missions.</li> <li>Promote digital platforms to minimize physical risks in service delivery.</li> </ul>
Economic Volatility	<ul><li>Diversify funding sources to reduce reliance on external aid.</li><li>Advocate for policies that stabilize market conditions.</li></ul>
Limited Resources	<ul> <li>Prioritize high-impact, low-cost initiatives to maximize efficiency.</li> <li>Mobilize additional resources through partnerships and sponsorships.</li> </ul>
Resistance to Change	<ul> <li>Conduct change management workshops to build stakeholder buy-in.</li> <li>Demonstrate quick wins from new initiatives to highlight benefits.</li> </ul>
Operational Inefficiencies	<ul> <li>Implement robust governance and accountability measures.</li> <li>Regularly review and refine internal processes.</li> </ul>

# IMPLEMENTATION AND REPORTING

The implementation reporting of the SCCI Strategic Plan will be carried out through annual programs, plans, and budgets accompanied specific strategies. In addition to producing annual reports, SCCI conduct the will mid-term review of the Strategic Plan to generate lessons that will improve its inform and execution the development of the next strategic plan.

The Board holds the primary responsibility for overseeing the review of the Strategic implementation. To effectiveness, the Board will establish a structured and regular process for periodic reviews of the strategic plan. The Board will support the Secretariat by providing oversight, supervision, financial resources mobilization to ensure the success of the Optimal performance organization. requires that all necessary resources and support be in place, as effective execution management strong on leadership.

# To ensure the Strategic Plan's success, the Board will periodically assess performance in the following areas:



Evaluating the Secretariat's performance against the established targets and objectives of the Strategic Plan.



Ensuring efficient utilization of scarce resources with proper documentation and accountability processes in place.



Proactively identifying and addressing any challenges or gaps that may negatively impact implementation.



We need to establish key indicators.



Analyzing experiences and lessons learned from implementation to enhance execution of the strategic plan and to inform the development of future strategic plans.



# **ANNEX 01: SITUATIONAL ANALYSIS (SWOT)**

### **Strengths**

- Extensive Networks: Connections with local businesses, regional partners, international collaborators, diaspora investors and other stakeholders.
- Advocacy and Policy Influence: Ability to shape business-friendly policies, engage in public-private dialogue, and represent Somalia in national and international forums.
- Support for Economic Growth: Focus on promoting trade, investment, SME development, and fostering public-private partnerships to drive economic progress.
- Business Services and Support: Facilitating trade, financial services, business development, work permits, and resolving commercial conflicts.
- Capacity Building: Conduct capacitybuilding programs, and business forums at national and international levels.
- **International Recognition**: Credible representation of Somalia's business sector at regional and international forums, including ILO.
- Social Impact: Contributions to social responsibility initiatives, insurance support and improved working conditions.
- Credible Leadership: Experienced leadership with a solid reputation and trust within the Somali business community.
- Central Business Hub: A key platform for collaboration, networking, and coordination across various industries.

### Weaknesses

- **Limited Resources**: Insufficient financial capacity, infrastructure, and reliance on membership services and contributions.
- **Governance Challenges**: Poor internal governance, and transparency issues, which undermine trust.
- **Inadequate Digital Tools**: Limited technology adoption and manual processes which reduces efficiency.
- **Limited Advocacy**: Insufficient policy influence, lack of R&D, and ineffective membership engagement which weaken impact.
- Digital poverty: Limited access to the high tech in the business environment and lack of regular communication with members and stakeholders.
- **Structural Issues**: Gaps in laws, fragmented economic approaches, and inconsistent policy enforcement.
- **Resistance to Change**: Reluctance to modernize and innovate to drive the Somali private sector economy.

### **Opportunities**

- Infrastructure and Development:
  Opportunities to facilitate public-private
  partnerships and investment in infrastructure,
  renewable energy, and sustainable business
  practices.
- Digital Transformation: The expansion of ecommerce, digital trade, and fintech innovations to modernize services and improve market access.
- Regional and International Trade: Growing regional economic integration, increased trade agreements, and demand for Somali exports like agriculture and livestock and fishery.
- Foreign Investment and Diaspora Engagement: Rising interest from foreign investors and leveraging diaspora contributions for knowledge transfer and business growth.
- Capacity Building and Skills Development:
   Increasing demand for training programs, youth entrepreneurship support, and workforce development initiatives.
- **Emerging Markets and Sectors**: Growth potential in agriculture, fishing, renewable energy, and technology sectors.
- Collaboration and Partnerships:
   Opportunities to engage with regional chambers, international organizations, and governments to strengthen Somalia's private sector.
- Regulatory Advancements: Potential to develop business-friendly regulations and formalize the private sector with government support.
- **Green Economy Potential**: Growing global interest in sustainable and environmentally friendly practices.

### **Threats**

- Political Instability: Ongoing political disputes, regulatory uncertainties, and fragmented governance between federal and state levels undermine business confidence and growth.
- **Security Challenges**: Threats from the general insecurity, and the influence of non-state actors deter investments and disrupt operations.
- **Economic Volatility**: Dependence on imports, external aid, and limited sectoral diversification make the economy vulnerable to global market conditions and shocks.
- **Global Competition**: Challenges in competing with international businesses and established regional chambers, as well as informal markets, reduce competitiveness.
- **Limited Infrastructure**: Insufficient trade and logistics infrastructure
- Climate Change and Environmental Risks: Natural disasters and climate impacts threaten key sectors like agriculture and fishing.
- Corruption and Transparency Issues: Weak enforcement of laws, lack of transparency, and bureaucratic hurdles.
- Limited Financial Access: Restricted access to funding and unreliable banking systems hinders business expansion and youth initiatives.

# President of the SCCI and Presidents of the State Chambers



Maahamoud Abdi Ali "Gabeire" The President of SCCI



Abdirahman Abdullahi Adan Vice President of Admin & Finance



Abdirashid Ali
Ainanshe
Vice President of
International
Relations



Mohamed
Jama Aided
Vice President of
Internal Affairs
(Puntland Chamber
President)



Ahmed Ali Isaq Vice President of Research (S. West Chamber President)



Ahmed Abdullahi Hassan Head of Training (Banadir Chamber President)



**Nuur Abdi Hassan** The Speaker (Galmudug Chamber Presideent)



Abdulqadir Abukar Omar State Chambers Coordinator (Hirshabeelle Chamber President)



Hussein
Rabi Kahin
Secretary General
(Jubaland Chamber
President)

# Addresses of National Chamber of Commerce and State Chambers:

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