

PUNTLAND STATE OF SOMALIA



FIVE YEAR PUNTLAND DEVELOPMENT PLAN - 3



(2020-2024)

Progressive, Resilient, and Secure Puntland State of Somalia

PUNTLAND STATE OF SOMALIA



(2020-2024)

Five Year Puntland Development Plan - 3

Progressive, Resilient, and Secure Puntland State of Somalia

2020

LIST OF ABBREVIATION.....	VI
ACKNOWLEDGMENTS	11
PRESIDENT'S FORWARD	2
MINISTRY'S FORWARD	4
<u>EXECUTIVE SUMERY</u>	6

CHAPTER1 INTRODUCTION	8
1.1 BACKGROUND TO PUNTLAND GOVERNMENT OF SOMALIA	10
1.2 HISTORY OF DEVELOPMENT PLANNING IN PUNTLAND	10
1.2.1 First Five Year Puntland Development Plan 2007-2011	10
1.2.2 Second Five Year Puntland Development Plan 2014-2018	11
1.2.3 Revised Puntland Development Plan 2017-2019	12
1.3 RATIONALE FOR THE FYDP PLAN 2020-2024	12
1.4 THE PLANNING PROCESS FOR FYDP-3 2020-2024	12
1.5 PUNTLAND FIVE YEAR DEVELOPMENT PLAN GUIDING PRINCIPLES	13
1.6 THE POTENTIAL FOR PUNTLAND	13
1.7 CROSS-CUTTING ISSUES	13
1.7.1 Human Rights	13
1.7.2 Public Health	14
1.7.3 Climate Change, Environment Management and Disaster Management	15
CHAPTER 2 ECONOMIC DEVELOPMENT	16
21 PUNTLAND MACROECONOMIC FRAMEWORK	18
2.1.1 Introduction	18
2.1.2 Macroeconomic Assumptions	20
2.1.3 Medium Term Strategic Focus	20
2.1.4 Puntland GDP Projections at Constant Prices in USD (2020-2024)	20
2.1.5 GDP Growth Options	21
2.1.6 Government Finance	22
2.1.7 Snapshot of Puntland's Economy	23
2.1.8 Puntland's Resource Envelope	23
2.1.9 Price Movements	28
2.1.10 Employment Projections	29
2.1.12 Key Fiscal Policy Recommendations	30
2.1.13 Tax and Revenues	31
2.1.14 Monetary Policies	32
22 LIVELIHOOD SUBSECTOR	33
2.2.1 Introduction	33
2.2.2 Policy Context	34
2.2.3 Livestock	34
2.2.3.3 Challenges and constraints	35
2.2.4 Fisheries	36
2.2.4.1 Situation Analysis	36
2.2.4.2 Key Achievements	37
2.2.4.3 Challenges and Constraints	37
2.2.5 Crop Production	38
2.2.5.2 Key Achievements	39
2.2.5.3 Challenges and Constraints	39
2.2.6 Environment	39
2.2.6.2 Key Achievements	40
2.2.7 Commerce and Industry	41
2.2.7.2 Key Achievements	41
2.2.7.3 Challenges and Constraints	41

2.2.8	Frankincense and Gum	42
2.2.9	Oil and Mineral Resources	42
2.2.10	Building Community Resilience	43
2.2.11	Livelihood Subsector SWOT Analysis	43
2.2.12	Livelihood Subsector Lessons Learned	44
2.2.14	Strategic Framework Vision	49
	Mission:	49
	Values:	49
2.2.15	Cross cutting issues	49
2.2.16	Role of Stakeholders	49
2.3	INFRASTRUCTURE SUBSECTOR	50
2.3.1	Introduction	50
2.3.2	Policy Context	50
2.3.3	Civil Aviation	51
2.3.3.2	Key Achievements	51
2.3.4	Public Works, Transport and Housing	51
2.3.5	Ports and Maritime	52
2.3.6	Infrastructure Subsector SWOT Analysis	54
2.3.7	Infrastructure Subsector Lessons Learned	54
2.3.8	Infrastructure Subsector Priorities	55
2.3.9	Strategic Framework	57
	Mission:	57

CHAPTER 3 SOCIAL **58**

3.1	SOCIAL DEVELOPMENT SECTOR	58
3.1.1	Introduction	58
3.1.2	Policy Context	59
3.1.3	Situational Analysis	59
3.2	EDUCATION SUBSECTOR	59
3.2.1	Introduction	59
3.2.2	Policy Context for Education Subsector	60
3.2.3	Key Achievements in education subsector	60
3.2.5	SWOT Analysis for Education Subsector	61
3.3	HEALTH SUBSECTOR	62
3.3.1	Introduction	62
3.3.2	Policy Context for health subsector	62
3.3.3	Key Achievements for health subsector	62
3.3.4	Challenges in health subsector	62
3.3.5	SWOT Analysis for Health Subsector	63
3.4	WOMEN AND SOCIAL AFFAIRS SUBSECTOR	64
3.4.1	Introduction	64
3.4.2	Policy Context for Women and Social Affairs Subsector	65
3.4.3	Key Achievements in Women and Social Affairs Subsector	65
3.4.4	Challenges and Constraints for Women and Social Affairs Subsector	65
3.4.5	SWOT Analysis for Women and Social Affairs Subsector	66
3.4.6	Lessons learned in Women and Social Affairs Subsector	67
3.5	YOUTH AND SPORTS SUBSECTOR	67
3.5.1	Introduction	67
3.5.2	Policy Context for Youth and Sports Subsector	67
3.5.3	Key Achievements in Youth and Sports Subsector	67
3.5.4	Challenges and Constraints for the Youth and Sports Subsector	67
3.5.5	SWOT Analysis for Youth and Sports Subsector	68
3.6.2	Policy Context for Humanitarian and Social Welfare Subsector	69
3.6.3	Key Achievements for Humanitarian and Social Welfare Subsector	69
3.6.5	SWOT ANALYSIS for Humanitarian and Social Welfare	70
3.7	SOCIAL DEVELOPMENT SECTOR PRIORITIES	72
3.8	SOCIAL DEVELOPMENT SECTOR STRATEGIC FRAMEWORK	76
3.9	CROSS-CUTTING ISSUES	76
3.10	ROLE OF STAKEHOLDERS	76

CHAPTER 4 RULE OF LAW AND JUSTICE SUBSECTOR **80**

4.1.1	Introduction	80
4.1.2	Policy Context	81
4.1.3	Situational Analysis	81
4.1.4	Main Findings from RPDP 2017-2019	82
4.1.5	Key achievements	82
4.1.6	Challenges and Constraints	83
4.1.7	Lessons Learned	83
4.1.8	Rule of Law and Justice Sub-Sector Priorities	84
4.1.9	Rule of Law and Justice Sub-Sector	86
4.1.10	Rule of Law and Justice Strategic Framework	87
	Vision	87
	Mission	87
	Mandate	87
	Core Values	87
	Strategic Objective	87
4.1.11	Cross-cutting issues	88
4.1.12	Role of Stakeholders	88
4.2	SECURITY SUBSECTOR	89
4.2.1	Introduction	89
4.2.2	Policy Context	90
4.2.3	Situational Analysis	91
4.2.4	Main Findings from RPDP 2017-2019	91
4.2.5	Key Achievements	92
4.2.6	Main Challenges and Constraints	93
4.2.7	Lessons Learned	93
4.2.8	Security Sub-Sector Priorities	93
	Security Sector Priority Matrix	94
4.2.11	Cross Cutting Issues	96
4.2.12	Role of Stakeholders	96

CHAPTER 5 POLITICAL DECENTRALIZATION AND DEMOCRATIZATION **98**

5.2	POLICY CONTEXT	99
5.3	DECENTRALIZATION SUBSECTOR	100
5.3.1	Introduction	100
5.3.2	Policy Context for Decentralization	100
5.3.3	Key Achievements	101
5.3.4	Challenges and Constraints	101
5.3.5	Lessons learned	101
	Swot Analysis	102
5.4	DEMOCRATIZATION SUBSECTOR	103
5.4.1	Introduction	103
5.4.2	Policy context for democratization	103
5.4.3	Key achievements in democratization	103
5.4.4	Challenges and Constraints	103
5.4.5	Lessons Learned	104
	SWOT Analysis of Democratization Sub-Sector	104
5.5	MAIN FINDINGS	106
5.6	KEY ACHIEVEMENTS	106
5.7	MAIN CHALLENGES	106
5.8	LESSONS LEARNED	107
5.9	POLITICAL DECENTRALIZATION AND DEMOCRATIZATION SECTOR PRIORITIES	107
	Political Decentralization and Democratization Priorities Matrix	108
	Vision	109
	Mission	109
	Guiding Principles of Political Decentralization and Democratization	109
	Strategic Objective	110
5.12	CROSS-CUTTING ISSUES	110
5.13	ROLE OF STAKEHOLDERS	110

CHAPTER 6 IMPLEMENTATION ARRANGEMENT **114**

6.1.1	INTRODUCTION	114
6.1.2	Objectives of FYPDP-3 2020-2024 Implementation Strategy	114
6.1.3	Pre-conditions for FYPDP-3 2020-2024 Implementation	114
6.2	IMPLEMENTATION COORDINATION	115
6.2.1	Existing Institutional Arrangements and Weaknesses	115
6.3	FYPDP-3 2020- 2024 INSTITUTIONAL ARRANGEMENTS	117
6.3.1	Institutional Arrangements and Implementation Reforms	117
	Figure 6.1 FYPDP-3 2020-2024 Implementation Institutional Framework	119
6.4.2	Monitoring and Evaluation during the RPDP 2017-19 Period	120
6.4.3	Processes and Tools for Monitoring	121
6.4.4	FYPDP-3 2020-2024 M&E Institutional Framework	121
	Table 6.1: FYPDP-3 2020-2024 M&E Institutional Framework	121
6.5	EVALUATION AND POLICY RESEARCH	126
6.5.1	Evaluation	126
6.5.2	Policy Research	126
	Table 6.3: Performance Reporting and Dissemination of Results	127
	Table 6.4: Monitoring and Evaluation Calendar	128
	Table 6.5: Minimum Staffing Requirements for M&E at all Levels	129
	Table 6.6: Capacity Building Actions required for each of the Key Institutions	130
	Table 6.7: Linkage between the FYPDPD-3 2020-2024 and NDP-9 2020-2024	131
6.6.2	Alignment with the Sustainable Development Goals (SDGs), Agenda 2063 and Global Commitments	131
	Table 6.8: Alignment of the FYPDPD-3 2020-2024 to the NDP-9 and to the SDGs and Agenda 2063	132
	Table 6.9: M&E Funds to Facilitate Effective Resource Mobilization and Utilization	132
	Table 6.10: Reforms for Improving Institutional Work Planning and Coordination	133
	ANNEXTURES	134

LIST OF ABBREVIATIONS	
Abbreviations	Full name
ABE	Alternative Basic Education
AGPR	Annual Government Performance Report
AU	African Union
BFPs	Budget Framework Paper
CCAP	Coastal Community Against Piracy Project
CPDP	Continuous Professional Development Programme
CPI	Consumer Price Index
CSOs	Civil Society Organizations
CTCC	Core Technical Coordination Committee
DAD	Development Assistance Data for Somalia
DDF	District Development Frameworks
DDPC	District Development Planning Committee
DDR	Disarmament, Demobilization and Reintegration
DHIS	District Health Information System
ECE	Early Childhood Education
EODs	Explosive Ordnance Disposal
EPHS	Essential Basic Health and Nutrition Services
EPI	Expanded Programme on Immunization
EU	European Union
EUCAP	European Union Capacity Building Mission in Somalia
FAO	Food and Agricultural Organization of the United Nations
FGM	Female Genital Mutilation
FGS	Federal Government of Somalia
FMS	Federal Member State
FYPDP	Five Year Puntland Development Plan
GAPs	Good Agricultural Practices
GBV	Gender Based Violence
GDP	Gross Domestic Product
GER	Gross Enrollment
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HADMA	Humanitarian and Disaster Management Agency
HHC	House Hold Consumption
HIV/Aids	Human Immune Deficiency Virus/Acquired Immune Deficiency Syndrome
H& N	Health and Nutrition
HMIS	Health Management Information Systems
HSSP	Health Sector Strategic Plan
ICT	Information and Communication Technology
IDPs	Internally Displaced Persons
IEC	Information, Education and Communication
IED	Improved Explosive Device
INGOs	International Non-Governmental Organizations
IPAM	Institute of Public Administration and Management

IPC	Inter-ministerial Coordination Committee
IPPM	Integrated Production Pest Management
IUU	Illegal, Unreported and Unregulated
JPLG	Joint Project on Local Governance
JSSGP	Joint Security Sector Governance Programme
LG	Local Government
LGDPs	Local Governments Development Plan
MDAs	Ministries, Departments and Agencies
M & E	Monitoring and Evaluation
MoF	Ministry of Finance
MoFMR	Ministry of Fisheries, and Marine Resources
MoJRAR	Ministry of Justice, Religious Affairs and Rehabilitation
MoH	Ministry of Health
MP	Member of Parliament
MoPEDIC	Ministry of Planning, Economic Development and International Cooperation
MoWDAFA	Ministry of Women Development and Family Affairs
NDP	National Development Plan
NESHA	North East Somalia Highway Authority
NFE	Non Formal Education
NGOs	Non-Governmental Organizations
NSC	National Security Council
ODA	Official Development Assistance
OHRD	Office of Human Rights Defender
PCSC	Puntland Civil Service Commission
PHA	Puntland Highway Authority
PIMES	Puntland Integrated Monitoring and Evaluation System
PISA	Puntland Intelligence Security Agency
PLWDs	Persons living with disability
PLWHA	Persons living with HIV/AIDs
PMPF	Puntland Marine Police Force
PPDU	Policy Planning and Delivery Unit
PPF	Puntland Police Force
PPP	Purchasing Power Parity
PPP	Public Private Partnerships
PSD	Planning Statistical Department
PSWA	Puntland Social Welfare Agency
R & D	Research and Development
RDPC	Regional Development Planning Committee
RPDP	Revised Puntland Development Plan
SALW	Small Arms and Light Weapons
SBP	State Bank of Puntland
SDGs	Sustainable Development Goals
SDPs	Sector Development Plans
SMART	Specific, Measurable, Attainable, Realistic and Time bound
So.Sh	Somali Shilling
SSR	Security Sector Reforms
STIs	Sexually Transmitted Diseases
SWAP	Sector Wide Approach to Planning
SWG	Sector Working Group
SWOT	Strengths, Weaknesses, Opportunities and Threats

TAC	Total Allowable Catch
TVET	Technical and Vocational Education and Training
UHC	Universal Health Coverage
UN	United Nations
UNDP	United Nations Development Programme
UNODC	United Nations Office on Drugs and Crime
UNSOM	United Nations Assistance Mission in Somalia
USAID	United States Agency for International Development
UXOs	Unexploded Ordnance

ACKNOWLEDGMENTS

The Ministry acknowledges President Said Abdullahi Deni for steadfast political support, guidance and close supervision in preparation of this Five Year Puntland Development Plan -3 (2020-2024). The Ministry is indebted to the strong leadership and commitment provided by Its Minister, Hon. Abdiqafar Elmi Hange. Without his leadership it would have been impossible to achieve this milestone. Equally, our thanks go to Hon. Mohamed Ahmed Ismail (Deero Dile), The Deputy Minister of MoPEDIC, Hon. Abdirahman Aidid, The State minister of MoPEDIC, both worked tirelessly with the technical team to provide the necessary direction and technical input to the overall formulation process. We are very grateful to the Director General of MoPEDIC Mr. Sharmarke Hassan Ali (Naaleeye), for his continued support and coordination.

We commend the work of the international and local consultants: Philip Mwangi (Lead Consultant and Team Leader), Abdullahi Mohamed Adan (Coordinator), Prof. Mohamed Samatar, Abdirisak Said Abdi, Mahdi Mohamud, Dr. Margaret Chemengish, Yasmeeen Maxamud, Abdisamad Ali-Hashi Ghelle, Mohamed Jama, Dr. Stephen Njuguna, Ali Salat, Ahmed Abdi AliShire, Casper Shitemba, and Dr. Weldon Ngeno who dedicated countless hours to ensure that the document was completed in good time and for quality control.

In addition, we are greatly indebted to the World Bank and the United Nations Development Programme (UNDP) for technical and financial support and all other international development partners for their support in various ways. We appreciate and acknowledge the participation of civil society actors during the consultation workshops and seminars and the valuable input they provided in developing this plan. The full participation and support of all government ministries and independent agencies that were represented in the Sector Working Groups (SWGs) for collecting and providing quality data is noted and appreciated.

Last but not least we deeply and sincerely appreciate and acknowledge the technical and financial assistance provided by the World Bank and UNDP in this process. In particular, we acknowledge the full support provided by Mr. Muse Duale Aden (Puntland Head of Area office - UNDP Puntland) as well as the entire CIP-PCU team led by Mr. Mohamed A. Mohamed (CIP-PCU Project Coordinator) and his team.

PRESIDENT'S FORWARD



“

The plan is a major step in maintaining a peaceful, secure and progressive Puntland State that is governed by respect for the rule of law ”

It is my pleasure and honor to present the third Puntland Development Plan 2020-2024, our aspirational five-year development plan. Development plans are critical to Puntland since they offer a reference point on which Government policies, strategies and programmes can be undertaken systematically and proactively monitored and evaluated.

This five-year plan is a continuation of the focus of previous development plans whose central theme has been the improvement of the quality of life of the citizens of Puntland by addressing the social, economic and political challenges. It consolidates the gains registered and lessons learned from previous development plans and aligns them with the Somalia National Development Plan (NDP9), the Africa Continental Agenda 2063 and the Global Sustainable Development Goals (SDGs) to address the most pressing challenges in Puntland State.

This Development Plan was developed through a participatory approach and consultative process. It is owned by Puntland based on the needs and aspirations of its people, and will be implemented through cooperation between the Puntland Government, International Development partners and relevant Stakeholders.

The plan reflects and addresses development challenges in different sectors, highlights critical priorities, and recommends necessary strategies and approaches that will contribute to achieving the overall development goals of Puntland. It is categorized into four thematic areas: Rule of Law, Justice and Security; Social Development; Economic Development; and Political Decentralization and Democratization. The four thematic areas take into account Puntland's context as a Federal Member State (FMS) of the Federal Republic of Somalia which is a member of the community of nations.

This plan is a critical milestone for Puntland and its effective implementation is critical. Its success will be measured by the improvement delivered in the various sectors. This will be through entrenching the rule of law and enhancing security, ensuring and sustaining a robust macroeconomic environment, improving social development and advancing democratization, decentralization and political inclusion to raise the quality of life for Puntland Citizens. This plan is built to address critical priorities at the grass root level. Through this, the Government of Puntland proposes to convert strategic priorities into feasible programmes and projects that translate into tangible improvements.

The successful implementation of this Plan will depend on proactive stakeholders: public sector institutions, private sector institutions, civil society actors and international development partners whose visible commitment to the Plan will translate into coordinated actions that produce concrete results. The plan is a major step in maintaining a peaceful, secure and progressive Puntland State that is governed by respect for the rule of law, has institutions and systems that guarantee and safeguard democracy and political inclusion, with effective and efficient decentralized administrative systems. Strengthened institutions will deliver public services efficiently and are enablers of macroeconomic stability and development and citizen centric social development.

I express my deepest appreciation and acknowledgements to Puntland Ministry of Planning, Economic Development and International Cooperation, the team of experts who contributed time and energy, effort and expertise to produce this development plan as well as to International Development partners led by the World Bank and UNDP for the financial and technical support.

H.E Said Abdullahi Deni

President, Puntland Government of Somalia

MINISTER'S FORWARD



“

I wish to express my sincere thanks and appreciation to those who dedicated their energy, time and resources in developing the 3rd PFYDP 2020-2024.

”

The Ministry of Planning, Economic Development and International Cooperation is responsible for planning and translating the social-economic vision of Puntland State of Somalia into tangible social, economic, political and institutional results for its citizens through international cooperation with development partners. It is therefore my great pleasure and honor to present the 3rd Puntland Five Year Development Plan 2020-2024 (3rd PFYDP).

This plan consolidates the gains and lessons learned from the 2nd Five Year Development Plan 2014-2018 and the Revised Puntland Development Plan 2017-2019. It outlines the main policies, legal and institutional reforms and interventions, programmes and projects that the Government of Puntland plans to implement during the five year period 2020-2024. It prioritizes implementation in four key thematic areas, namely: Rule of Law, Justice and Security; Social Development; Economic Development; and Political inclusion and public service delivery through Decentralization and Democratization. The plan considers these four areas as

foundations and enablers of a peaceful and secure Puntland, governed through the rule of law and justice, realizing a high rate of economic growth and macroeconomic stability, social development and political inclusivity. Further, the plan envisions effective and efficient delivery of public services across all regions of Puntland through decentralized administrative units and systems for the benefits of the citizens of Puntland. The 3rd PFYDP is aligned with the Somalia National Development Plan 2020-204, takes into account the continental aspirations under the Africa Union Agenda 2063 as well as the Sustainable Development Goals (SDGs)

The Revised Puntland Development Plan 2017-2019 was structured around six key sectors, namely: governance, livelihood, social development, justice, security, and infrastructure development. Implementation of the various policy interventions, programmes and projects during the three year period yielded varying levels of success with governance recording an indicative success rate of 30%; Livelihood 52%; Social Development 33%; Security and Justice 30%; and infrastructure sector recording a rate of 22%. Some of the notable achievements during that period were in public finance management which recorded increased accountability in management of public resources; security sector reforms that resulted in improved coordination, networking and oversight in the security sector institutions; justice sector reforms that resulted in improved access to justice, improvement in human rights situation and reforms and social rehabilitation through correctional services. The social sector recorded commendable success in health care infrastructure and improvement in education institutions.

Implementation of the Plan was faced with challenges across all sectors especially due to limited financial resources; inability to attract and retain qualified staff; weak policy and legal environment; limited physical infrastructure; insecurity among others. The achievements attained in implementing the previous plans and the challenges faced have provided valuable lessons learned that inform this five year development plan.

The Puntland Government enjoys valuable support from development partners who have committed to continue providing financial and technical support during implementation of the 3rd FYPDP 2020-2024. It is important and the Government looks forward to continued partnership, cooperation and improved working relationships across all sectors with all government ministries, departments and agencies, civil society actors, development partners and all relevant stakeholders to ensure maximum benefits for the people of Puntland.

Finally, I wish to express my sincere thanks and appreciation to those who dedicated their energy, time and resources in developing the 3rd PFYDP 2020-2024. In particular I wish to thank the MoPEDIC staff for coordination and formulation of this plan, the various Sector Working Groups (SWGs), Ministries, Departments and Agencies for their participation in various consultative workshops and seminars and in providing the necessary information, Civil Society actors as well as International Development Partners led by the World Bank and UNDP for their valuable financial and technical support in developing the plan.

Abdiqafar Elmi Hange

Minister of Planning, Economic Development and International Cooperation
Puntland State of Somalia

EXECUTIVE SUMMARY

The Five Year Puntland Development Plan -3 2020-2024 outlines the main policies, legal and institutional reforms as well as programmes and projects that the Government of Puntland plans to implement during the period 2020-2024. It builds on the achievement and lessons learnt from the First (FYPDP-1) and Second (FYPDP-2) Development plans and prioritizes the implementation of these plans around four sectors: Economic Development Sector; Social Development Sector; Security, Rule of Law and Justice Sector; and Political Decentralization and Democratization Sector.

Economic Growth and Macro Targets

The FYPDP-3 targets an overall real GDP growth of 3.6 per cent as a base rate with a high growth rate expected at 5.00 percent and a low of 3.00 per cent over the 2020-2024 periods. The principal focus is to create about 734,785 additional jobs by 2024 under the 5 per cent growth scenario.

Foundations and Enablers of Development plan

FYPDP-3 focuses on four key foundations and enablers for national transformation namely: Sustaining macroeconomic stability and economic development; social development; rule of law, justice and security; and decentralization, democratization, and political inclusion.

Under the economic development sector: economy is expected to grow by a maximum of 5.0 %, Government budget share as a percentage of GDP towards development is projected at 11.9% by 2024 up from 6.2% in 2020, 734,785 additional jobs to be created by 2024.

The key programmes and projects that will be implemented in the livelihood Sector include improving animal disease prevention and control measures, strengthening marine forces in order for them to curb illegal, unreported and unregulated fishing, sensitizing the fish industry players along the value chain on fish handling, enhancing the capacity of farmers, enhancing access to appropriate credit facilities, improving access to inputs and agricultural services.

Under the infrastructure subsector, key programs prioritized include constructing primary roads to link the major cities/towns of Bosasso, Galkayo, Garowe, Las-Anod, El-Dahir and Erigavo; rehabilitation of feed roads to improve accessibility of rural and coastal productive areas; and tarmacking roads in the JPLG district' cities/towns.

Key programmes that are earmarked under Social development sector include: expansion of formal education facilities, increasing enrollment at all levels, increasing number of teaching staff at all levels especially female teachers, financing and budgeting in the health, establishing a fund for women entrepreneurs, enhancing the employment and empowerment of youth through improving relevant technical training.

Under the rule of law sector, programs that enhance public trust in the judiciary will be implemented. Human rights based approaches will be used in provision of health, welfare and rehabilitation services to prisoners. New prisons shall be built and infrastructural facilities enhanced in all the 9 regions of Puntland. Strengthening of the legal framework and proper coordination by the ministry will be observed in the 2020-2024 periods.

A number of security reforms will be implemented: Registration and screening of the security forces using biometrics; demobilization, disarmament and reintegration policy and regulations; rehabilitation of disengaged defectors from Al Shabaab and Daish; and community-police dialogues. Decentralization sector will be mandated with a number of policy reforms that include: Increased funding to local governments, escalating fight against corruption, entrenching decentralization through financing, district boundaries demarcation, and registration of political parties, holding of local and parliamentary elections and establishing election disputes resolutions mechanisms

Implementation Framework

The FYPDP-3 implementation framework is aligned to the Constitution, key policies, legal and institutional requirements towards attainment of the priority programmes and projects.

The Office of the President will provide overall oversight and stewardship for the implementation of the FYPDP-3 2020-2024 ensuring that the state development priorities and programmes laid out in the FYPDP-3 2020-2024 deliver the promises made in his manifesto.

The Parliament will play the role of oversight, legislative and appropriation functions in the implementation of FYPDP-3 2020-2024.

The Policy Planning and Delivery Unit: Tasked with the implementation of the FYPDP-3 2020-2024. Other institutional frameworks tasked with the implementation of FYPDP-3 are: the cabinet; Ministry of Planning Economic Development and International Cooperation; Sector Working Groups; Ministries, Departments and Agencies; Regional-Level Implementation Mechanisms; and local government.



INTRODUCTION



1.1 BACKGROUND TO PUNTLAND GOVERNMENT OF SOMALIA

Puntland State of Somalia is located at the northeastern part of Somalia: it borders the Indian Ocean to the east; the Gulf of Aden to the north; northwest region of Somalia (Somaliland) to the west; Ethiopia to the southwest and; the central regions of Somalia to the south. It is made up of nine regions of Cayn, Bari, Karkaar, Haylaan, Mudug, Nugal, Sanaag, Sool and Gardafuu and occupies a landmass of 212,510 km² which is roughly a third of Somalia landmass.

Puntland is semi-arid and has a warm climate with average daily temperatures ranging from 270 C to 370 C. This climatic condition is favorable for pastoralism as the most effective land use in most parts of the State. Therefore, it is no surprise that livestock dominates the economy with livestock products contributing to the livelihood of the nomads as well as a substantial portion of the daily food intake of the population living in rural and urban areas.

The State economy is largely dependent on livestock exports which contribute approximately 80% of foreign exchange earnings; constitutes 40% of GDP and; provides 60% of employment opportunities. Despite the economic importance of the sector pastoralist survive in very difficult and fragile conditions characterized by the prevailing dry season and recurrent drought every five years.

Puntland State of Somalia was formed in August 1998, seven years after the outbreak of the Somali Civil War of 1991, and following the failure of several national reconciliation efforts. It was a product of homegrown constitutional conferences held in Garowe, the capital city of the State. The constitutional conferences and consultations involved the State's political elites, scholars and intellectuals, religious leaders, traditional elders (Isimo), civil society, business community and members of the civil society. The semi-autonomous State was established to deliver services to the population, offer security, facilitate trade, and interact with domestic and international partners. Puntland is an independent integral part of Somalia and aspires to restore and maintain the unity of Somalia on the basis of a Federal System. As such, the State seeks the unity of Somali and adheres to the principles of a federal system of government.

Puntland governance structure constitutes of three independent but interrelated arms of government: the executive arm of Government is made up of the President, Vice President and appointed council of Ministers; the House of Representative/ Parliament made up of the Speaker and the Members of Parliament and; the Judiciary.

Since its establishment in 1998 Puntland has had six peaceful power transfers 1998-2001; 2001-2005; 2005-2009; 2009-2014; 2014-2019; and 2019 to date. A unique aspect of these changes in guard at the highest office in land is the one term that each of the last five presidents has held office, this perhaps underscores the high expectations that the citizens of Puntland expect from the elected leaders. During the last 20 years, the State has been largely peaceful, secure and stable except for a few instances of conflict that have been quickly resolved.

1.2 HISTORY OF DEVELOPMENT PLANNING IN PUNTLAND

1.2.1 First Five Year Puntland Development Plan 2007-2011

In 2005, the then Ministry of Planning and International Cooperation (**MoPIC**) undertook the exercise of formulating the First Five Year Puntland Development Plan –**FYPDP-1** (2007-11) on behalf of the Puntland government. The FYPDP-1 had the strategic vision of bringing sustainable development and creating a secure and safe social environment for the entire population in Puntland. Its central planning objective was to initiate development process that advances the living standards and provide new opportunities for the people of Puntland. The plan acknowledged that peace, security and stability were a prerequisite for achieving the social-economic objectives.

FYDP-1 was anchored on ten (10) policy objectives: (i) ensuring good governance by enhancing capacity and efficiency in government institutions; (ii) facilitating free enterprise economy within the context of social welfare by encouraging healthy competition embedded in environmental preservation; (iii) maintaining

security and creating conducive environment for domestic and foreign investment; (iv) developing viable and sustainable mechanism to combat development obstacles such as corruption, terrorism, drug addiction and other social evils; (v) eliminating discrimination against women and enabling them to actively participate in policy decision-making and administrative management; (vi) Improving the health conditions of the people; (vii) enhancing human resource development by supporting the education sector; (viii) improving and upgrading existing physical infrastructure of the State; (ix) collecting the necessary statistical information from all sectors during the preparation period of the five year development plans; and (x) increasing the decentralization of power among communities at district and village levels.

The main purpose of having FYDP-1 was the establishment of target development goals and the creation of strategic plans to overcome the barriers and challenges of development. The overall achievement rate of the first five year development plan was estimated at about 45 percent of the target. These results gave a good overview of where Puntland was, what the challenges were and where Puntland needed to put its efforts and investments.

1.2.2 Second Five Year Puntland Development Plan 2014-2018

The second Five Year Puntland Development Plan – FYPDP-2 (2014-2018) sought to build on the achievements of the FYPDP-1; address constraints and challenges that hindered attainment of set goals; and take into account the lessons learned. Specifically, the Plan focused on: (i) building strong institutions necessary to promote a transparent and accountable State and improve capacity at all levels of government; (ii) Improving on delivery of basic services to reduce incidences of poverty among the population; (iii) developing the badly needed basic infrastructure to boost economic growth and maintain relative peace and security; and (iv) deepening the enabling environment for private sector and to attract investments from abroad especially from the Somali diaspora communities.

To attain these objectives, the plan put in place six key sectors namely: (i) Good Governance; (ii) Justice; (iii) Security; (iv) Livelihoods; (v) Social Development; and (vi) Infrastructure.

The Good Governance Sector was considered a fundamental pillar for any meaningful development to occur. It was defined in terms of strong institutions with appropriate policies and manned by civil servants capable of effectively and efficiently delivering public services to the people. It further included establishing strong public finance management systems; improving accountability and transparency; decentralizing public service delivery to local government structures; strengthening the skills and capacity of civil servants and improving the institutional and human resource capacity in all government agencies; and respecting the rule of law and resuming democratization process.

Security Sector undertook efforts to reform the security institutions and ensure secure borders and reduction of human trafficking; reduce clan conflicts in the rural areas; fight terrorism and piracy; registering of weapons in the hands of civilians; reduce damages caused by landmines; and establish community policing.

The plan considered an independent and accessible justice system as critical in the political, economic and social development of Puntland State. The Justice sector therefore aimed at improving access to justice in both rural and urban areas; reviewing and reforming laws, legal procedures and related policies; strengthening Alternative Dispute Resolution (ADR) mechanisms; improving legal education with an emphasis on gender equality; improving the human rights situation and enhancing social rehabilitation in prisons; and improving the alignment between Sharia, formal and customary (Xeer) laws.

The Social sector under the **FYPDP-2** consisted of education, health, social services and related areas. The sector targeted to improve access and equity in education; improve quality of education at all levels; improve basic health especially for mothers and children; create employment opportunities and sports for youth; provide gender equality and women development; and improve the welfare of persons living with disability and the vulnerable groups.

The Livelihood sector sought to address the livelihoods vulnerabilities in the communities due to prolonged civil war and environmental degradation caused by droughts. Thus, the sector set in place policy

interventions and strategies to improve animal health and veterinary services; improve water catchment including dams in strategic areas; improve crop production; reduce land deforestation and environmental degradation; and improve the business enabling environment to support small and medium business.

Finally, the infrastructure sector in FYPDP-2 sought to address the status of the air, road and port infrastructure as well as energy and water through: enhancing air and road transport including tarmac and feeder roads; improving port infrastructure and services; reducing water shortages and improving quality of portable water; introducing solar and wind energy that is environmentally friendly and affordable to all; and making available essential heavy duty equipment for maintaining basic road infrastructure.

1.2.3 Revised Puntland Development Plan 2017-2019

In mid- 2016, the government conducted a midterm review of FYPDP-2. The results of the mid-term review were significant and revealed an achievement rate of between 30 – 40% for the first two years of the plan. It was therefore considered necessary to revisit some of the areas in the plan and re-orientate the State towards the desired growth and development trajectories through a revised three year Puntland Development Plan 2017-2019.

The Revised Puntland Development Plan 2017-2019 centered around seven levels of Strategic State Thematic Priority Areas that guided the bottom up planning approach namely: (i) state security and stability; (ii) governance and institutions; (iii) public finance management; (iv) provision of social services; (v) promotion of leading productive sectors (vi) infrastructure development; and (vii) natural resource management.

The revised plan was divided into six sectors namely governance, security, justice, social, livelihood and infrastructure. A detailed review of the achievements of the RPDP 2017-2019 was undertaken as part of the preparatory work for the third FYPDP 2020-2024. The achievements, challenges, and lessons learned in implementing the RPDP 2017-2019 has provided the necessary background and informed the priorities that are in this FYPDP-3.

1.3 RATIONALE FOR THE FYPDP PLAN 2020-2024

The Five Year Puntland Development Plan -3 2020-2024 is the third development plan and builds on gains registered and lessons learnt from past development plans. It takes into account the current economic, social and political development needs of Puntland as well as the changed operating environment. It ensures development priorities of the lowest level of administration (the districts) are taken on board through a decentralization framework. It further recognizes that Puntland is part of a national, regional and international ecosystem that affects its political, social and economic development. In this regard the plan is deliberately aligned with the relevant pillars of the Somali National Development Plan -9 (2020-2024), the African Agenda 2063 goals and aspirations as well as the Global United Nations Sustainable Development Goals (SDGs) 2030.

The FYPDP-3 sets out development plans, policies, programmes, and projects for five years with the objective of improving household welfare; accelerating economic development and sustainable growth and; ensuring inclusive social-economic development and political transformation.

The plan is based on four thematic sectors: (i) Economic Development Sector; (ii) Social Development Sector; (iii) Security, Rule of Law and Justice Sector; and (iv) Political Decentralization and Democratization Sector.

1.4 THE PLANNING PROCESS FOR FYPDP-3 2020-2024

The FYPDP -3 has been formulated through an all-inclusive and participatory consultative process involving all Sector Working Groups (SWGs), Ministries, Department and Agencies in the various sectors and subsectors, representatives from various development partners and representatives from the civil society organizations, with technical assistance from local and international experts. The specific objective of the participatory and consultative approach was to provide an in-depth understanding of the Puntland State

development problems, related priorities, the necessary strategies to contribute to the overall development goals of the State and ensure ownership of the plan.

1.5 PUNTLAND FIVE YEAR DEVELOPMENT PLAN GUIDING PRINCIPLES

The FYPDP-3 is anchored on the following guiding principles:

(i) Inclusivity and engagement

The development plan considers engagement of all stakeholders and institutional ownership at all levels of government to be the key to success of Puntland development efforts. In this regard the plan is structured to ensure effective participation of men, women, youth, persons living with disability, the internally displaced and any group that may in the past felt excluded in the State development efforts. The plan is also intended to ensure that there is institutional ownership at all levels in the central government through Ministries, Departments and Agencies (MDAs) and at local government levels through the district councils and committees.

(ii) District-Led Development

The plan is cognizant that at the grass roots level citizens know exactly their service delivery needs in areas such as education, health, water, sanitation, local roads and urban/town planning. This plan therefore places district led development at its core by linking top-down (strategic) and bottom-up (district priorities) planning frameworks. It ensures strong linkages between State level plans, Sector Strategic plans, subsector development plans, individual ministries, departments and agencies strategic plans and district development plans.

(iii) Sustainability

FYPDP-3 takes into serious consideration the need for development plans and strategies that promote sustainability and that are affordable. Sustainable goals and strategies are those that allow communities to meet the needs of the present without compromising the ability of future generations to meet theirs. Such goals consider the economic, environmental and social welfare of the communities. The FYPDP-3 has in this regard localized global sustainable development goals into the development planning frameworks.

1.6 THE POTENTIAL FOR PUNTLAND

Puntland is geographically located at the strategic horn of Africa with access to international sea routes that offer great potential for growth; has a significant livestock economy with huge potential for value addition in the livestock value chain; has an extensive coastline (1,600 km) rich in marine resources and a large Exclusive Economic Zone (EEZ) to exploit the blue economy; has potential for mineral resources including oil and gas; enjoys reliable stability, peace and security compared to other regions of Somalia; has a vibrant and youthful population - including those in the diaspora - known for its skills in trade and entrepreneurship; has low trade barriers and a vibrant private sector; and has an emerging and deepening democratization culture. These potentials inform the policy and strategic interventions that are planned for implementation in the five year plan period.

1.7 CROSS-CUTTING ISSUES

Four main cross cutting issues continue to inform the policy and strategic interventions due to their pivotal role in success of the State development efforts. The four will be addressed and mainstreamed in the four sectors:

1.7.1 Human Rights

The FYPDP-3 will focus on promotion and protection of human rights through gender mainstreaming, protection of human rights, welfare and inclusion of internally displaced persons and persons living with disabilities.

(i) Gender

The development plan considers gender a human rights issue that will be mainstreamed in all programs, projects, activities, processes and systems in the four sectors of the development plan. The objective of gender mainstreaming is to uphold the rights of men, women, and children equally and work to eliminate retrogressive practices that discriminate against citizens on the basis of gender. It also calls on the need to eliminate violence against women while also providing all people of Puntland with an equal opportunity to lead free and worthwhile lives. Gender mainstreaming will be implemented through specific policy interventions and strategies across all sectors and within all Ministries, Departments and Agencies.

(ii) Internally Displaced Persons (IDPs)

Most Internally Displaced Persons (IDPs) in Puntland are citizens of Somalia who moved from other regions of Somalia after the civil war erupted in Somalia in 1991 and are found in all nine regions of Puntland. IDPs often live in slums on the outskirts of urban centers where basic social services such as health and education are missing. Although there are some organizations as well as local government authorities that target IDPs, the challenges are far greater than what can be achieved with the limited means of intervention. In order to ensure appropriate identification of needs of IDPs and ensure non-discrimination in access to services or assistance, and most effective and comprehensive responses, all relevant actors in Puntland should be involved in the protection strategy.

Apart from the fact that living conditions for the IDPs must be improved, challenges mainly are found in the lack of resources to resettle IDPs and re-integrate them, the absence of accurate information on their number, training staff to build their skills, and promotion of legal protection for IDPs. The four sectors in the FYPDP -3 include specific strategies to address this cross cutting issue.

(iii) Disability and Social Inclusion

Social inclusion is about prevailing over the obstacles that cause someone to feel excluded. It takes place when people are able to participate in key activities in their community and no one is subjected to the feeling of being 'left out'. There is no government run social welfare system in place to help those disadvantaged groups such as disabled people, but Somali communities have traditionally shown a great deal of generosity and have cared for the poor and disabled people through use of religious community and clan based coping strategies and systems.

However, with an increasing urban poor population, these coping mechanisms have been overwhelmed. What is needed is a state-wide system in which the government, the private sector, the community, and non-governmental organizations work together to come up with mechanisms to assist the disabled and disadvantaged groups and to mainstream them into society in order to increase access to education, health, employment and other social services. With regard to welfare, the aim is to provide services that promote personal and the socio-economic wellbeing of the vulnerable and the disadvantaged within society including the very poor, the disabled and handicapped people, the mentally ill, victims of violence, addicts, the homeless, abandoned, widows, orphaned children, elderly people without family support, and troubled youth that need rehabilitation among others.

1.7.2 Public Health

The Development Plan considers public health as a cross cutting issue and specifically targets the HIV/AIDs and drugs and substance abuse for interventions.

(i) HIV/AIDS

The exact number of people living with HIV/AIDS in Somalia is not known. According to most reports, less than 1% of the country's population is HIV positive. In 2015, UNAIDS estimated the number of people living with HIV/AIDs in Somalia to be 30,000. Being HIV positive in Somalia means doing everything in one's power to stay invisible because of the stigma attached to the disease. People infected with HIV/AIDS usually face discrimination from society at large due to the stigma associated with HIV/AIDs.

The difficulties faced by persons infected with the virus can be minimized through awareness-raising about the spread of the disease using different methods such as religious sermons, increasing the legal protection

for vulnerable groups including HIV/AIDS-positive patients, and most importantly access to free and quality treatment. All the four sectors will address this cross cutting issue through policy and action to ensure prevention, treatment, care and support, and non-discrimination in workplace programs for those who live with HIV/AIDS.

(ii) Drugs and substance abuse

The consumption of Khat in Somalia is wide spread and is generally considered as a form of drug and substance abuse. Khat is a flowering plant native to the Horn of Africa and the Arabian Peninsula. Among communities from these areas, khat chewing has a long history as social custom dating back thousands of years. Khat contains a monoamine alkaloid called cathinone, an amphetamine-like stimulant, which is said to cause excitement, loss of appetite and euphoria. In 1980, the World Health Organization (WHO) classified it as a drug of abuse that can produce mild to moderate psychological dependence (less than tobacco or alcohol), although the WHO does not consider khat to be seriously addictive. The plant has been targeted by anti-drug organizations such as the Drugs Enforcement Agency (DEA). It is a controlled substance in some countries, such as the United States, United Kingdom, Canada and Germany, while its production, sale and consumption are legal in other nations, including Kenya, Djibouti, Ethiopia, Somalia and Yemen.


Khat consumption is a social evil and plays an adverse role in the economy of Puntland as it exports hard currency out of the economy by importing Khat from the neighboring countries. It destroys the family structure of the addicted population, brings down productivity and health and diverts scarce family resources from essential economic and social consumption. The evidence on the association of khat with family breakdown and income diversion is widely confessed by both the people using it and their close relatives. The FYPDP-3 includes specific interventions within the sectors to address the problems caused by Khat with a view to addressing the social and economic development of the State.

1.7.3 Climate Change, Environment Management and Disaster Management

The indigenous plants and animals, on the verge of extinction, are very common in Puntland. Many animals are in danger of extinction, including native animals such as the Somali wild ass, antelope, gazelle, ostriches, deer, lions, leopards and cheetah. Numerous species of birds and different types of fish found in and around Puntland are also fading away in large numbers. Grass, box trees, acacia, gum, myrrh, and frankincense are no longer found in abundance.

There is an increasing acknowledgement that charcoal production is the main environmental challenge confronting Somalia today. It is a major cause of deforestation and environmental degradation across Puntland as everyday rangelands and forests are burned for charcoal production. Because of the immediate threat posed to the environment and because of Puntland economy's reliance on natural resources, development goals can be neither achieved nor sustained without effective policy and legal framework for environmental protection. It is essential to enhance environmental public awareness, introduce alternative sources of energy for charcoal, prevent plastic bag pollution, mobilize resources (both domestic and international), and above all the environment must be protected through creating legislations and promoting agriculture-based livelihoods and alternative energy.

Vulnerability to disasters is predominantly influenced by variations in climatic pattern. These can be in the form of delayed rain, floods, droughts, epidemics and so on. The cost of disasters in Puntland can clearly be enormous both financially and in terms of lives and livelihoods lost and development prospects curtailed. Key challenges can be summarized as: shortage of staff with knowledge and experience on disaster preparedness, inadequate infrastructure, lack of information systems such as Early Warning Systems (EWS), and lack of resources earmarked for disasters. To be able to mitigate the effects of disasters, Puntland needs to have a disaster management plan and credible and timely information systems.

A photograph of a construction site. In the foreground, a white truck is partially visible on the left. A large yellow crane arm extends from the truck towards the center. In the background, a building with a red-tiled roof is under construction. A worker in a yellow safety vest is visible near the crane. To the right, a red piece of construction equipment, possibly a generator or a small engine, is visible. The ground is dirt and gravel.

ECONOMIC DEVELOPMENT



2.1 PUNTLAND MACROECONOMIC FRAMEWORK

2.1.1 Introduction

The Macroeconomic framework informs decisions around fiscal and monetary policies aimed at promoting economic growth and development. This framework is used to review past and present economic development; estimate the outlook for domestic, regional and world economies and; apply this information to make policy recommendation for the fiscal and monetary policy stance.

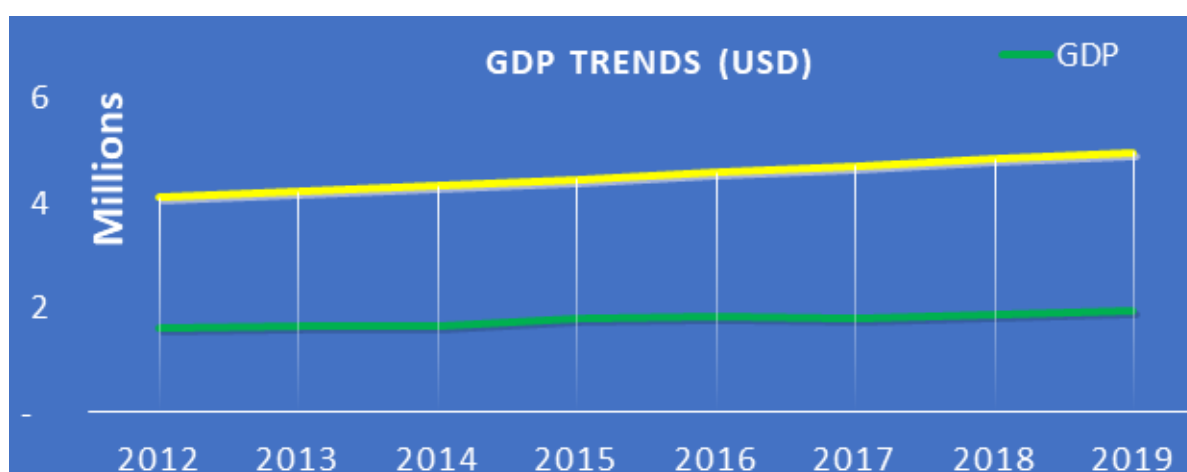
The FYDP-3 (2020-2024) is based on Puntland's macroeconomic framework which takes as a minimum, the population growth rate as an indicator to determine the Gross Domestic Product (GDP) growth rate.

It is generally agreed that in order not to leave populations worse off, the economy should grow above population growth rate. Globally, a 7% economic growth rate is expected to pull populations out of poverty. Puntland economy grew at an average of 2.50 % between the years 2012-2019 while the population is estimated to have grown at 2.8% over the same period¹. The fact that the average population growth rate was higher than the average annual GDP growth rate over these years indicates that the economy was in a stagnant and deteriorating situation as the Income per come which remained at stationary. The economic performance and population growth is as depicted in Table 1 and Figure 1 below.

Table 1. Economic Performance Over the years of 2012-2019 at constant price in USD

Years	2012	2013	2014	2015	2016	2017	2018	2019	Average growth rate
GDP (000)	1,611,120	1,660,631	1,669,720	1,817,250	1,820,565	1,813,219	1,833,667	1,932,688	2.50%
Population	4,101,721	4,216,569	4,334,633	4,456,003	4,580,771	4,709,032	4,840,885	4,976,430	2.80%
Per Capita Income	393	394	385	408	397	385	379	388	-0.31%
Inflation Rate		3.95%	-1.69%	1.99%	-9.48%	-5.60%	-7.69%	5.42%	-1.91%

Figure 1. Economic and Population Growth between 2012-2019







¹A stable macroeconomic environment is commonly considered to be conducive to long-term growth. Economists disagree, however, about whether price stability should be the central objective of macroeconomic policies or whether these policies should serve broader development goals. Furthermore, the concept of macroeconomic stability is itself subject to dispute, as reflected in the evolution of macroeconomic thinking and practice over the past quarter century.

Broadly, peace, security, a stable political environment with successful elections of Members of Parliament/House of Representatives (MPs) and President and successful and peaceful transfer of power over the last twenty years in Puntland has created conducive environment for business including investment in the social sector services.

The vibrant private sector which has operated effectively even during the civil war can easily be harnessed for greater prosperity. Other positive developments include expanded use of telecommunication creating rural and pastoral community linkages, modest diversification of financial and banking services, improving access to credit for the youth in particular, intercity transport connectivity, airport connectivity integrating Puntland to the global frameworks, and diaspora returnees providing critical human skills in the economy. Some key opportunities in Puntland have been identified following a SWOT Analysis. See Table 2.

Table 1. SWOT Analysis

S	W	O	T
			
STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Relative peace and stability Locational advantage High resource potential Vibrant private enterprises Abundant and active labor force Export markets Community-wide commitment. 	<ul style="list-style-type: none"> Fragile environment Weak governance, regulatory, and enforcement mechanisms Low institutional capacities Fragile infrastructure Export markets not diversified Unskilled labor force Lack of credibility on product standards Khat addiction 	<ul style="list-style-type: none"> Re-entry of Somalia into the International Financial Systems New export markets Active Diaspora Support from the international community Potential oil and other natural resource endowments External support for private sector growth Rich natural resources (e.g. marine life and frankincense) and Proximity to Arabian Peninsula markets and an international marine route 	<ul style="list-style-type: none"> Conflict relapse Control of external markets by middlemen Technical trade barriers Recurrent droughts and other disasters Uncertainty over federal system Sea Piracy Al-Shabaab terrorists and Counterfeit currencies in the economy.

In the future, it is anticipated that widespread opportunities will come from improved education coverage, prioritised investments in the economic sectors.

Key economic sectors include the natural resource sectors (such as fisheries, minerals, frankincense and gum) as well as in infrastructure (roads, dams/wells, solar energy, etc.). Other interventions will include enacting and implementing policies and legal frameworks that are conducive to spur businesses. Opportunities abound given the existing demand patterns and high consumption share in Gross Domestic Product (GDP). Manufacturing and agriculture create immediate opportunities as will be presented in the livelihood Pillar.

2.1.2 Macroeconomic Assumptions

The key assumptions underlying macroeconomic projections in the FYPDP-3 2020-2024 and policy targets in the medium term are as follows:

- i. Political stability anchored on democratic institutions will be maintained;
- ii. Macroeconomic stability and social economic gains will continue to be sustained and improved;
- iii. Domestic revenue collection will be expanded to enable implementation of key priority programs during the period;
- iv. Political inclusivity, rule of law, justice, and security tenets will be upheld;
- v. Strengthened monitoring and evaluation to ensure effective management of public funds;
- vi. Priority projects as stipulated under Puntland Development Plans will be implemented;
- vii. Sustained and supportive monetary and fiscal policies to dampen inflationary pressures will be followed; and
- viii. Improved business environment including addressing challenges and constraints in the implementation of Public Private Partnership law to attract private investment especially in infrastructure.

2.1.3 Medium Term Strategic Focus

In order to realize sustainable economic growth under the framework of Puntland Development Planning, there is a need to prioritize and sequence interventions which depend on each other. In this regard the Government of Puntland will focus on selected priority areas of high impact which will bring quick results and accelerate economic growth. The priority areas have been identified and are divided into four sectors as follows:

- i. Sustaining macroeconomic stability and economic development
- ii. Social development
- iii. Rule of law, justice and security
- iv. Decentralization, democratization, and political inclusion

The above four priorities are consistent with and aligned with the Somali National Development Plan, (NDP)-9 (2020-2024) pillars. These include Inclusive Politics (pillar 1) Security and Rule of law (pillar 2) Economic Development (pillar 3) and Social Development (pillar 4) which are deemed as prerequisites for poverty reduction and enhanced capacities for delivery of social development services.

2.1.4 Puntland GDP Projections at Constant Prices in USD (2020-2024)

The Government of Puntland is committed to shifting from the stagnant economic pattern it experienced over the previous years to transform the well-being and the livelihood of its people. Puntland government is pursuing an annual target of economic growth rate higher the population growth rate. Through upgrading the quality of the capacity of public institutions, supporting the efficiency of private sector, attracting foreign direct investment, investing essential economic infrastructures such as energy and transportation, promoting domestic production of the household's consumption goods and investing human capital.

Currently, Puntland's economy is dominated by private consumption based on imports of manufactured and non-manufactured goods financed from diaspora remittances. The exports are predominantly livestock based. Table 2 shows the projected optimistic GDP at current prices in USD over the plan period of five-year term. This optimistic scenario based upon annual real GDP growth rate of roughly 5%.

Table 2. GDP projections at Constant Prices in USD (2020-2024)

GDP by expenditure, constant prices (000)	2020	2021	2022	2023	2024
Household final consumption	2,914,996	3,012,127	3,112,754	3,217,013	3,325,047
Government final consumption	132.444	158.932	190.719	228.862	274.635
Gross fixed capital formation	291.336	330.666	375.306	425.973	483.479
Exports of goods and services	424.389	454.096	485.883	519.895	556.287
Minus: Imports of goods and services	- 1,517,426	- 1,602,714	- 1,694,670	- 1,793,909	- 1,901,106
GDP at Constant prices	2,245,738	2,353,108	2,469,992	2,597,834	2,738,342

2.1.5 GDP Growth Options

Puntland GDP growth projection options have been estimated using three scenarios - moderate, optimistic and optimistic. The base scenario assumes actual growth trajectory. The estimated annual GDP growth, under different scenarios is as shown in Table 5.

The average annual real GDP growth of the years (2012-2019) was 2.66 %, which was below the annual population growth. This option of 2.66% can't compatible the government's commitment of positively transforming the current situation.

FYPDP-3 (2020-2024) adapts the following projection scenarios: Optimistic rate of 5.0%, Moderate rate of 3.6% and pessimistic and still acceptable level of 3.0% as the base rate. These rates are all higher than the population growth rate. See Table 3

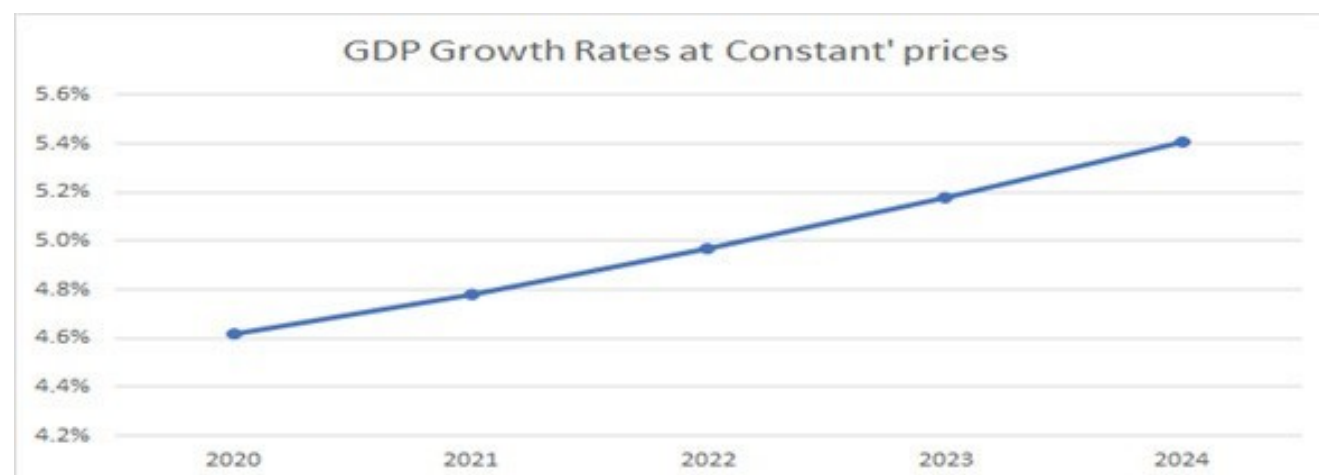
Table 3. GDP Projections under Different Scenarios (2020-2024)²

Scenario	Real Gross Domestic Product projections (000) in USD in 2020-202					
		2020	2021	2022	2023	2024
High	5.0%	2,223,994	2,366,693	2,485,028	2,609,279	2,739,743
Moderate	3.6%	2,223,940	2,304,002	2,386,946	2,472,876	2,561,900
Low	3.0%	2,211,060	2,277,392	2,345,714	2,416,085	2,488,568

²Puntland Statistics Department (PSD)

The graph below depicts the projected GDP growth rates at constant prices during the plan period 2020-2024. See Figure 1

Figure 1. GDP Growth Rates (2020-2024)



2.1.6 Government Finance

Inadequate financial and human resources and out-dated administrative and operational mechanisms are a critical constraint in many Puntland MDAs. In fact, the highest scenario for Puntland Government budget shows an allocation to development for 2020 only at 6.0% and for 2024 at 10 % of the respective GDPs. These actual estimates and projections of household consumption, government expenditure, investment and net exports for the period 2012-2018 (actual) and 2019-2024 (projected) are depicted in Table 4 and Table 5.

Table 4. Shares of Household Consumption, Government Expenditure, Investment and Net Exports to GDP (2012-2018)

GDP by expenditure, Constant prices, percentage share	2012	2013	2014	2015	2016	2017	2018
Household final consumption	119.1%	120.1%	124.2%	119.2%	124.5%	129.8%	132.9%
Government final consumption	2.3%	2.4%	2.8%	2.7%	3.2%	4%	4.5%
Gross fixed capital formation	9.3%	9.3%	9.6%	9.8%	10.2%	10.8%	11%
Export of goods and services	15.2%	15.2%	17.2%	17.6%	16.6%	17.1%	18%
Minus: Imports of goods and services	45.8%	-47.0%	-53.7%	-49.2%	-54.5%	-61.7%	-66.4%
GDP at constant prices	100%	100%	100%	100%	100%	100%	100%

Table 5. Share of Household Consumption, Government Expenditure, Investment and Net Exports to GDP (2019-2024)

GDP by expenditure, Constant prices, percentage share	2019	2020	2021	2022	2023	2024
Household final consumption	131.4%	129.8%	128%	126%	123.8%	121.4%
Government final consumption	5.1%	5.9%	6.8%	7.7%	8.8%	10%
Gross fixed capital formation	12%	13%	14.1%	15.2%	16.4%	17.7%
Export of goods and services	18.5%	18.9%	19.3%	19.7%	20.0%	20.3%
Minus: Imports of goods and services	-67.0%	-67.6%	-68.1%	-68.6%	-69.1%	-69.4%
GDP at constant prices	100%	100%	100%	100%	100%	100%

The net export data is projected to be negative for the entire plan period under different options because the economy of Puntland has always relied and depended strongly on traditional and informal pillars. Puntland mainly depends on items exported to and imported from the rest of the world, especially the Gulf countries of Saudi Arabia, Yemen and the United Arab Emirates.

2.1.7 Snapshot of Puntland's Economy

Like the rest of Somalia's economy, Puntland's economic growth is driven by private consumption that is mainly financed by remittance inflows from the diaspora. On the supply side, the main drivers of growth are transport, communication and construction. Other major contributors to the economy are agriculture, livestock, and financial and telecommunications services. While there is a lack of data for more accurate estimations of contributions of different sectors, it is generally agreed that services and agriculture/livestock form the largest share of GDP. The country's mobile money sector is vibrant and if supported by an appropriate policy and legal framework, it could potentially drive economic growth and increase resilience in Puntland.

2.1.8 Puntland's Resource Envelope

The funding for FYPDP-3 (2020-2024) is envisaged to come from three major sources: i) remittances ii) overseas development assistance (ODA); and iii) the government's own development budget.

2.1.8.1 Remittances

Remittances play an important role in the survival of many households in Puntland, and a modest estimate is that on average, remittances make up 23 percentage of the total household income. In some instances remittances are the only source of income for migrant-sending households. Without remittances, a large proportion of households would rank even lower in poverty indices.

An estimate of resource flows 2012 and 2019 indicate a steady rise since 2015. See Table 6. This trend

forms the basis of estimated projections of remittance flows during the course of the FYDP-3. See Table 7. However, with recent global developments, particularly the economic downfalls due to the COVID-19 crises – these projections are likely to be negatively impacted.

Table 6. Estimated Remittance Flows (2012-2019)³

Year	2012	2013	2014	2015	2016	2017	2018	2019
Remittance % of GDP	27.4%	27.6%	28.6%	27.4%	28.6%	29.9%	30.6%	31.1%

Table 7. Projected Estimates of Remittance Flows (2020-2024)⁴

Year	2020	2021	2022	2023	2024
Remittance % of GDP	31.6%	32.2%	32.7%	33.3%	33.8%

2.1.8.2 Development Assistance⁵

Overseas development assistance (ODA) to Puntland is estimated to be at about 7.4% (optimistic scenario) and 6.8% (medium optimistic scenario) of GDP in the five year plan period.

Table 2.9 below shows the external aid as a percentage of GDP from 2012 to 2019 as well as the projected external aid as a percentage of GDP for the five year plan period 2020-2024.

Table 2.9: External Aid to Puntland 2012-2024 (% of GDP)

Year/Foreign Aid % of the GDP	2012	'13	'14	'15	'16	'17	'18	'19	2020	2021	2022	2023	2024
Foreign Aid (Optimistic) % of GDP	6.5%	6.6%	6.9%	6.5%	6.6%	6.6%	6.5%	6.7%	7.0%	7.2%	7.4%	7.7%	7.9%
Foreign Aid (Medium) % of GDP	6.9%	6.8%	6.9%	6.5%	6.6%	6.6%	6.5%	6.6%	6.6%	6.7%	6.8%	6.8%	6.9%

2.1.8.3 Development allocations from Government budget

Based on historical trends, the projections of remittances, ODA and government development budget anticipates a steady increase of 15.4 percent between 2020 and 2024.

See Table 8. However, these are estimates, and may change due to national, state-level and global factors.

³ PFYDP 2007, FSNAU-Somalia 2013

⁴ PFYDP 2007, FSNAU-Somalia 2013

⁵ Development assistance is provided by developed countries to support development in general which can be economic development or social development to developing countries. It is distinguished from humanitarian aid as being aimed at alleviating poverty in the long term, rather than alleviating suffering in the short term.

Table 8. Projections of Estimated Resource Flows in Puntland (ODA and Government)

Resource Envelope	2020	2021	2022	2023	2024
Remittances	670,448,996	692,789,292	715,933,502	739,913,055	764,760,707
ODA	147,666,577	155,049,906	162,802,401	170,942,521	179,489,647
Government Budget	30,462	36,554	43,865	52,638	63,166
Total	818,146,035	847,875,752	878,779,768	910,908,215	944,313,520

On the basis of specific sector specific allocations and the historical trends mentioned above, it is anticipated that 20% of ODA is on budget, i.e through Puntland's Treasury (Ministry of Finance) while 80 percent is spent off budget and channeled through international and local organizations, United Agencies, and Multilateral and Bilateral Financial Institutions.

Table 9. Projection of ODA on budget and off budget (2020-2024)⁷

Resource Envelope	2020	2021	2022	2023	2024
Total ODA	147,666,577	155,049,906	162,802,401	170,942,521	179,489,647
20% of ODA through SDRF	29,533,315	31,009,981	32,560,480	34,188,504	35,897,929
80% donor direct expenditure	118,133,262	124,039,925	130,241,921	136,754,017	143,591,718
Total	818,146,035	847,875,752	878,779,768	910,908,215	944,313,520

Based on past trends, projections indicate that the economic development pillar will receive the most ODA, followed by the social development pillar, security and justice, and finally the democratisation and decentralisation pillars. It should be noted that the security and justice pillar allocations do not represent the total amount of external assistance, as substantial amounts of assistance is provided through other means, such as military assistance. If this type of assistance was to be considered, then the total resource allocation to the security and justice pillar would be much higher.

Table 10. Projected Distribution of ODA by Pillar (2020-2024)⁹

Pillar allocations	2020	2021	2022	2023	2024
Security & Justice	3,733,111	3,919,767	4,115,755	4,321,543	4,537,620
Economic Development	14,906,143	15,651,450	16,434,022	17,255,723	18,118,510
Social Development	8,139,717	8,546,703	8,974,038	9,422,740	9,893,877
Democracy & Decentralisation	2,754,344	2,892,062	3,036,665	3,188,498	3,347,923
Total	29,533,315	31,009,981	32,560,480	34,188,504	35,897,929

⁶ Approx. 20% of external aid is disbursed through Treasury (SDRF) while the remaining 80% is disbursed directly to activities related to those prioritised by state government

⁷ PSD, FGS Aid Flow Booklet 2018

⁸ Approx. 20% of external aid is disbursed through Treasury (SDRF) while the remaining 80% is disbursed directly to activities related to those prioritized by state government

⁹ PSD, FGS Aid Flow Booklet, 2019

Projected allocations from the Government budget are slightly different with most resources allocated to the Security and Justice Pillar, followed by Economic Development Pillar, Social Development Pillar and finally the Democracy and Decentralisation Pillar.

Table 11. Projected Development Budget Allocation by the Puntland Government by Pillar (2020-2024)¹⁰

Pillar	2020	2021	2022	2023	2024
Security & Justice	13,460	16,152	19,303	23,259	27,911
Economic Development	9,386	11,264	13,461	16,220	19,464
Social Development	5,214	6,257	7,477	9,010	10,812
Democracy & Decentralisation	2,402	2,882	3,444	4,150	4,980
Total	30,462	36,554	43,865	52,638	63,166

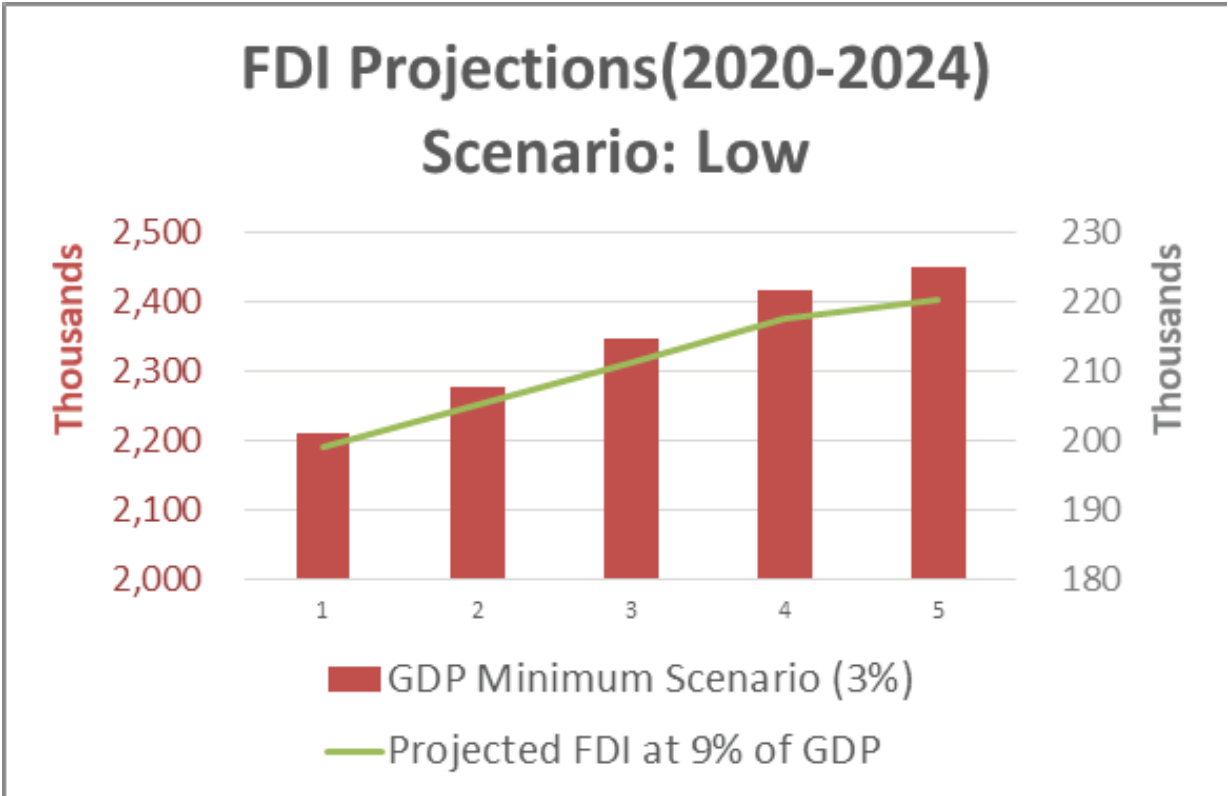
2.1.8.4 Foreign Direct Investments (FDI)

Foreign Direct Investment refers to direct investment equity flows in an economy. This is the sum of equity, reinvestment of earnings and other capital. Direct investment is a category of cross-border investment associated with a resident of one country having a significant degree of influence or control on the management of an enterprise that is resident in another country. It is generally agreed that a control of 10% or more can be deemed to be significant. FDI is deemed to have positive effects in the country in terms of productivity gains, technology transfers, introduction of new processes, access to markets and so on. It is also believed that foreign direct investment is more efficient relative to domestic investment of the same level. Some policy makers are of the view that FDI increases growth as a percentage of GDP three times relative to domestic investment. The FYPDP-3 has factored in FDI as a source of financing at 90 of the GDP. Three scenarios of FDI of GDP minimum at 3%, GDP moderate scenario at 3.6% and GDP high scenario of 5% are show in the figures below.

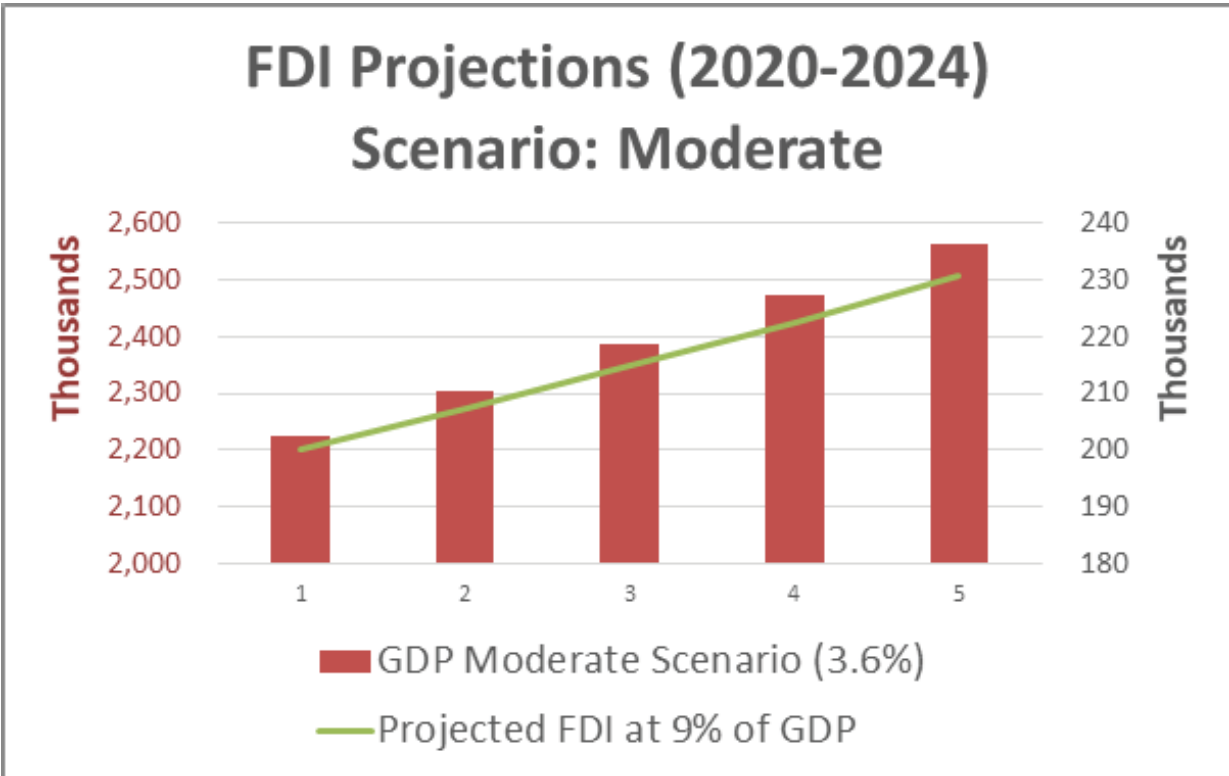
¹⁰ Derived from PSD projected budget

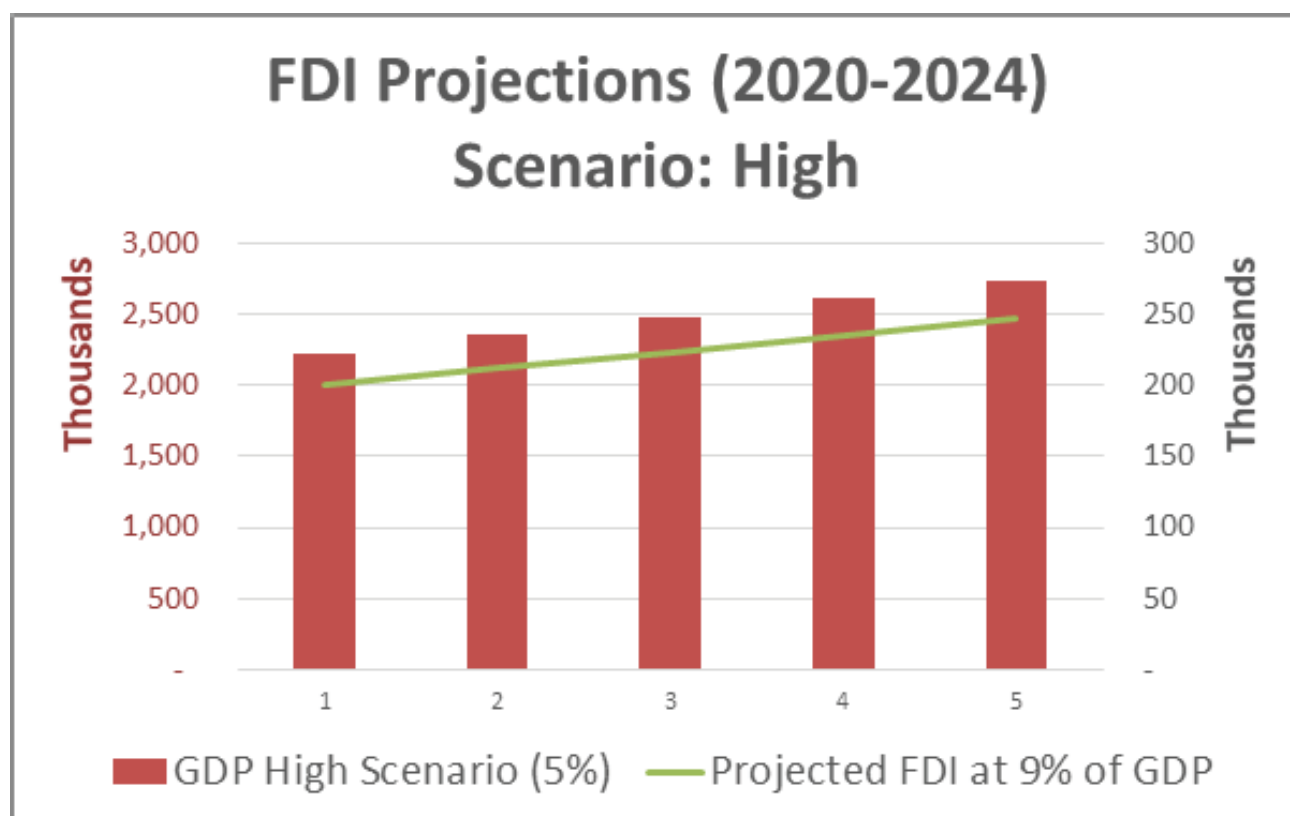
FDI Projections

(i) Low scenario



(ii) Moderate Scenario





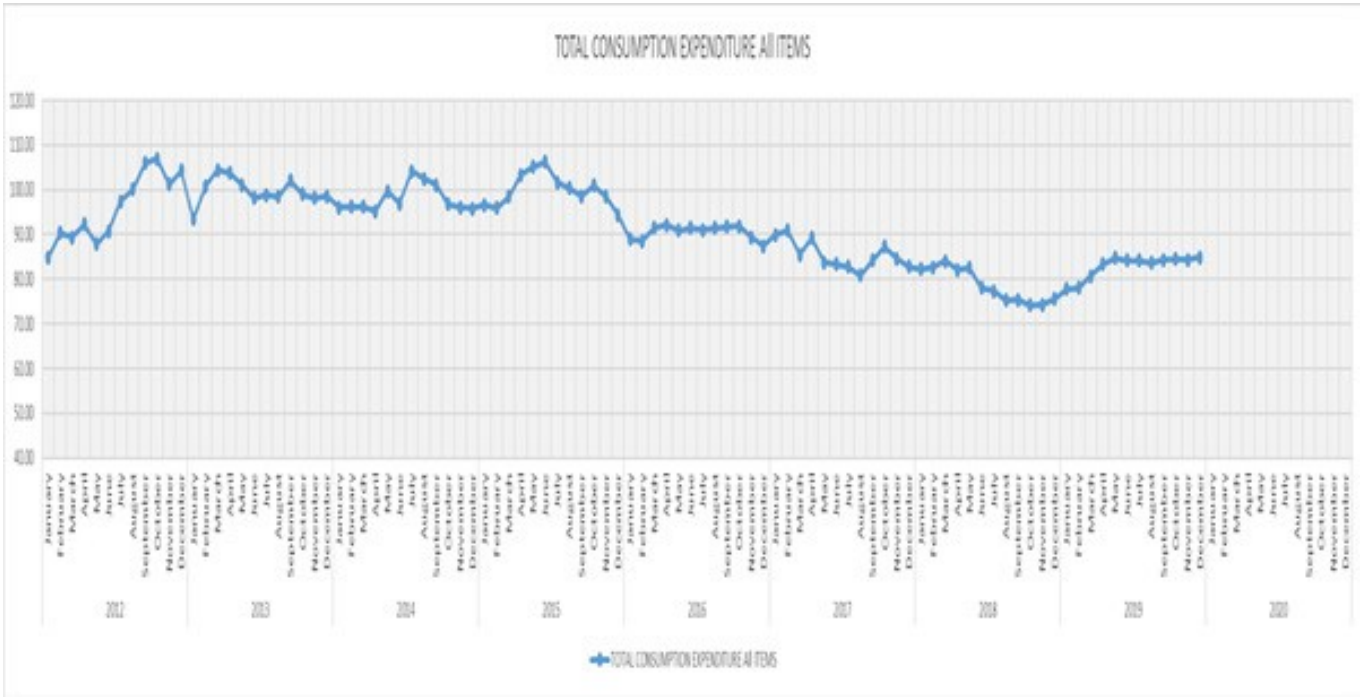
2.1.9 Price Movements

Inflation, one of the three monetary indicators, presents problems that must be addressed during the plan period. The lead factors impacting inflation in Puntland are as follows:

- i. Money printing by authorities without a coordinating framework with Hawala companies;
- ii. Fiscal policy aimed only at increasing revenues without analysing the tax potential, taxable capacity, and fiscal incidences within the population, including impacts on poverty and inequality;
- iii. Counterfeit currency introduced into the market, especially from Mogadishu; and
- iv. Absence of an effective price policy.

Monetary policy conducted in recent years by the Ministry of Finance with the State Bank of Puntland is directed towards maintaining an appropriate level of liquidity in the economy to contain inflation and deal with foreign exchange regimes to provide enough room for adjustments to the private sector situations (FYPPDP, 2013). **Table 2.12** below shows Puntland Consumer Price Index (CPI) trend from the year 2012 to 2019.

Table 2.12: Puntland CPI Trend

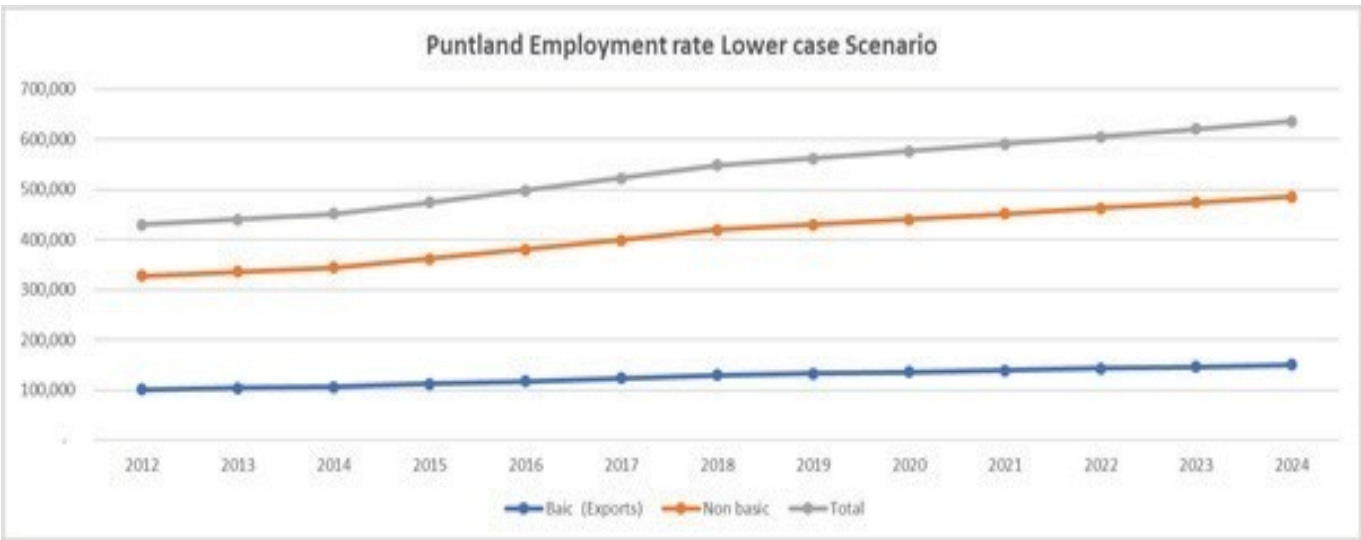


Source: PSD

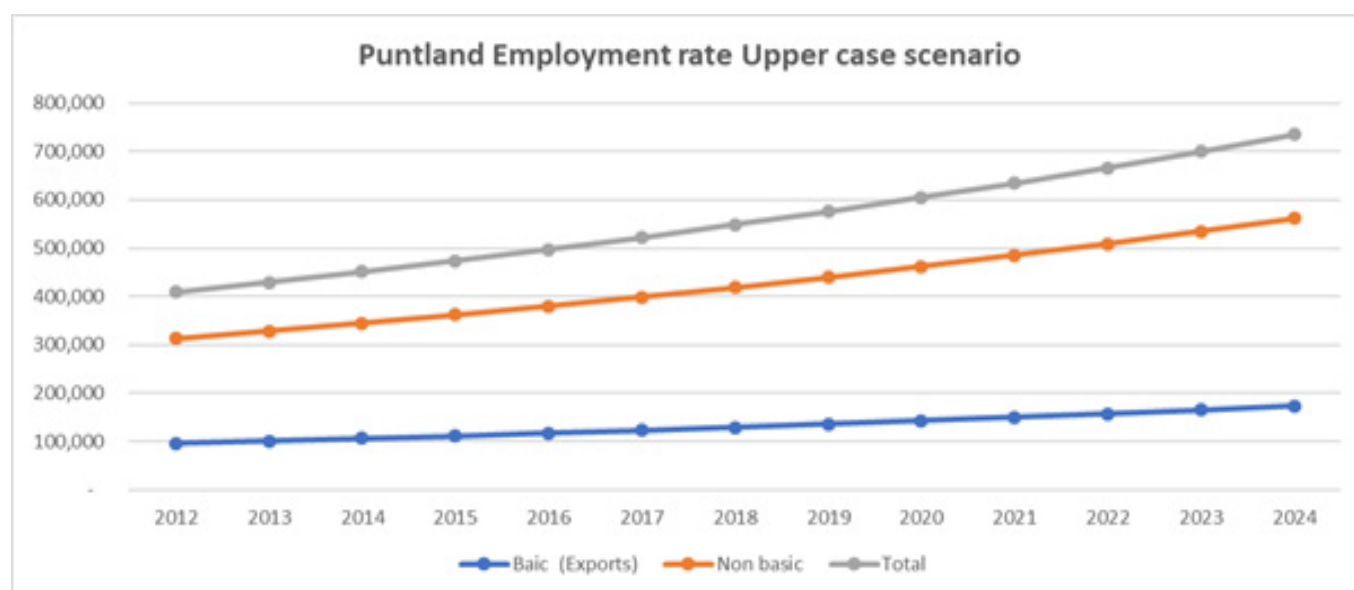
2.1.10 Employment Projections

The projection of the Puntland employment outlook for the medium term is conducted utilizing the constant share technique. It is assumed that the core sector used in the analysis will grow across the State by 5 per cent per annum from 2020 to 2024 (MoPEDIC). Using this coarse assumption, the first task is calculate how Puntland economy will grow in the core sectors. Estimates show that we should expect about 734,785 additional jobs to be created by 2024 under the 5 per cent growth scenario. The projected employment scenarios under the lower case and upper case are shown in **Table 2.13** and **2.14** (graphical).

Table 2.13: Puntland Employment Scenario – Lower Case



Source: Puntland (2007), PSD

Table 2.14: Puntland Employment Scenario – Upper Case

2.1.11 Fiscal Policy

Puntland Fiscal/Tax policy is the choice of tax instruments, the rates at which taxes are set, the nature of exemptions and the assignment of taxes to different levels of government. Fiscal policy focuses on stimulating economic growth, strengthening tax administration and raising tax revenue. An ideal fiscal policy provides equity in burden distribution, efficient use of resources, is easy to administer and meets the goal(s) of macro economic policy. The current tax system has a number of weaknesses which will need to be addressed in the current FYDP period as follows:

- i. It uses a tariff list that assigns taxes on basis of units imported or exported rather than value of items. As a result its charges minimum taxes on high value items but excessive taxes on low value items;
- ii. Inland taxes constitute a very small percentage of government revenue compared to customs taxes. The tax base is therefore very narrow to meet the revenue needs of the State;
- iii. The current levels of compliance are very low, there are difficulties in enforcement, political interference and poor revenue management and administration; and
- iv. Public institutions tasked with tax collections receive 30% of revenue collected. This percentage is too high and cannot be sustained.

The broad legal framework as laid out in the Constitution of Puntland mandates Parliament to impose taxes but this may be subject to a presidential decree. Parliament's powers are restricted in financial matters. The amendment power of Parliament on taxation policy depends on the effectiveness of the Economic Committee which suggests amendments to Parliament. In order to achieve the ambitious targets set in this FYDP 2020-2024 and to address the current challenges in the tax laws and systems Puntland authorities should review the legal framework and pass the necessary amendments to the tax laws.

2.1.12 Key Fiscal Policy Recommendations

The following fiscal policy recommendations are necessary to address the current shortcomings:

- (i). Government should undertake tax policy reforms in an incremental process targeted at tax efficiency and spurring economic growth;
- (ii). Introduction of Ad Valorem system with proper classifications and minimal exemptions except for essential items and commodities mainly consumed by the poor;

- (iii). Increase efforts for presumptive taxation through detailed ‘sectoral studies’ of informal sector firms;
- (iv). Renewed efforts aimed at simplifying the tax system and educating both tax collectors and taxpayers. A key issue for effective tax administration is maintaining the capacity building for the civil servants, administrative authority and fiscal police;
- (v). Government should undertake more simplification of the taxation approaches including markedly reducing tax exemptions, deductions and privileges that cause losses to the Treasury as well as breeding corruption;
- (vi) A comprehensive document on tax policies and administrative measures undertaken by government should be published to improve on tax administration and also encourage voluntary compliance;
- (vii). Government should improve transparency and governance of the tax system especially by making tax laws, regulations, and, explanatory materials and other documents available to the taxpayers and holding awareness campaigns and tax payer education seminars and workshops;
- (viii). Ministry of Finance (MoF) should carry-out more technical reviews on the current tax rates of the items like Khat, tobacco and tobacco products, electronics, luxury cars and other luxury items. This would yield additional revenue for the government in the short-run;
- (x) Government should continue to improve expenditure allocations especially through increased allocation to productive sectors like Livestock and Fishery;
- (xi). There is an increase in importation of commodities produced locally. These imported commodities create fierce competition to products from local industries such as drinking water, furniture, aluminium, metal etc. The Government should immediately introduce Import Substitution policy that will give incentive to local production and at the same time generate additional revenue to the government;
- (xii). Development tax should be introduced to Hawala (senders and receivers) and telecommunication companies and selective list created for that purpose;
- (xiii). Property and income taxes and Inland Revenue should be properly exploited. The Government should invest in town planning and registration of businesses for tax enforcement purposes;
- (xiv) Harmonisation of government agencies collecting taxes should be made to avoid duplication of efforts and to simplify for tax payers;
- (xv). . More comprehensive reviews on tax policies should be conducted aimed at identifying ways of achieving the objectives of adequate revenue, economic efficiency, and provision of equity, simplicity and effective tax administration; and
- (xvi). Diversify the resource mobilisation strategies to include policy frameworks that encourage strategic and symbiotic partnerships between government, local and foreign private sector participation in Puntland State development agenda.

2.1.13 Tax and Revenues

Among the factors which inhibit the growth of tax revenues, the most important are:

- Lack of documentation;
- Absence of tax culture;
- Inadequate will to enforce tax laws;
- Narrow tax base and wide spread exemption;
- Large scale tax evasion;
- Unsatisfactory settlement of tax disputes;
- Corrupt and inefficient tax machinery; and
- Complex procedures and multiplicity of tax.

2.1.14 Monetary Policies

Puntland does not have an effective monetary policy due to lack of a fully functional Central Bank. There is also no formal commercial banking system and the government does not issue government securities (treasury bills and treasury bonds). A liberal financial system operates in the state, with a dual exchange rate subsystem that uses market rates for private transactions but a usually overvalued rate for government transactions. The place of formal commercial banking system has been filled by the so-called Hawala remittance companies. They provide interregional and international money transfers and foreign exchange conversion services, as well as current accounts with cheque books and some savings and fixed deposit accounts.

The financial system is dichotomous: the local (small) transactions predominantly use small denomination currency in Somali shillings, while larger commercial transactions and external payments use hard currencies – usually the US dollar. It is important to note that the total amount of foreign currency in the domestic economy is much more than the value of local currency. In a highly dollarized economy, the foreign currency in circulation cannot be directly influenced by the monetary authorities. As long as there is no, or little, bank credit outstanding, the monetary authority cannot influence interest rates by refinancing mechanisms nor can it influence the money supply by bank reserve requirements.

Money supply and credit flows are mediated between two parallel authorities: The State Bank of Puntland (SBP) and the Hawala remittance companies. The SBP increasingly performs a stabilization role, but the financial sector and the market are fragmented. Before the establishment of the SBP, the foreign exchange rate was unstable. The practice of printing money by authorities in order to lend financial assistance to special business actors probably led to an excessive money supply, which the economy could not handle without inflationary pressures.

Monetary Policy supported by Fiscal Discipline:

There is a strong working relationship between the SBP and the Ministry of Finance (MoF). The MoF is the institution that sets the agenda and takes responsibility for controlling monetary policy. The existence of two parallel agencies in the monetary and financial system disconnects the key monetary sector indicators (inflation, exchange rate, and interest rate) and attempts to localize and replicate the functions of central banking in Somalia. These functions cannot properly be exercised in Puntland State of Somalia in isolation from Somalia as a whole. In the long run, the monetary authorities could consider the need for local monetary authority to be strengthened to manage official foreign reserves, overall liquidity, inflation, and the interest rate, along the lines of US Federal Reserve type arrangements, thus there is some urgency to study and redress this situation immediately.

Although the monetary authorities can seek to alter the amount of local currency in circulation by buying or selling foreign currency, that is not likely to have much impact on the total value of domestic and foreign currency in circulation. Thus, the fiscal policy will play the critical role in putting domestic currency into circulation. However, the central bank is likely to need to make gradual purchases of dollars in the foreign exchange market to put additional shilling currency into circulation to meet the increase in the demand for money, which will accompany the increase in economic activity, and to meet an objective of reasonable price stability in the price index for domestically produced goods and services. This purchase of dollars will also tend to inhibit the appreciation of the shilling relative to the dollar.

Issues surrounding the foreign exchange rate and the interest rate must also be dealt with. Currently, the cost of money is not set by the SBP, and the deposit and money-lending/borrowing process is not functioning in a satisfactory market. Inflows of remittances and other capital through the Hawala system are not coordinated with the money supply the SBP is issuing. This cuts the potential power of monetary policy links among inflation, interest rates and foreign exchange rates.

Achieving the high rates of growth necessary to reduce poverty significantly will require increased mobilization of domestic and foreign savings to support higher rates of private sector investment. Mobilizing savings implies a broadening and deepening of financial markets, institutions, and products, particularly long-term project finance. It also means supporting the creation of banks and non-bank financial institutions offering a range of products and services that compete with or complement those traditionally provided by banks.

Monetary authority and policy need much improvement towards a market orientation, in collaboration with the business community and the Hawala companies in particular. The boundaries of “regional” policy choices for monetary policy need to be understood in Puntland State of Somalia’s unique context – it does not have a central banking authority or instruments (such as reserves and liquidity control).

2.2 LIVELIHOOD SUBSECTOR

2.2.1 Introduction

The Livelihood (Productive) Subsector is a vital subsector to feed the ever increasing population in Puntland. In Somalia about 48.7 percent of the population nationally lives in rural and nomadic areas. Among these people, 53.2 percent are classified as nomads, and 46.8 percent derive their livelihood from crops cultivation and fishing. Poverty is widespread in Somalia, which has one of the lowest human development indicators in the world. According to the Somalia Human Development Report 11, 75 percent of the population is poor across multiple dimensions. The latest household survey, conducted in 2016 by the World Bank, shows that Somalia ranks among the poorest countries in the world, with the poverty incidence (the percentage of the population living on less than \$1.90 a day in 2011 purchasing power parity terms) estimated at 52 percent (53 percent among the rural population).

Somalia’s diverse livelihood systems can be grouped into four broad categories: pastoralists, agropastoral, fishing and coastal communities, and the urban population. Most small-scale farmers are trapped in a poverty cycle, without the capacity or resources to increase production and modernize their farming practices. Livestock, agriculture (that is crop production) and fisheries are the backbone of Puntland economy; livestock is currently the largest source of foreign exchange earner and source of employment followed by fisheries.

Largely because of the dramatic expansion of the relative economic importance of livestock production and exports, agriculture’s share of GDP has risen significantly from its prewar level of about 62 percent to possibly 75 percent or higher. The total of agricultural exports have climbed every year since the late 2000s, to a peak in 2015 of \$ 634 million, more than five times the value before the civil war.

Agriculture represents about 93 percent of total exports, down slightly from 95 percent before the war. Livestock exports remain by the far the largest category, having risen by a factor of almost 10 between the late 1980s and the mid-2010s. Because of the recent drought and a renewed import ban by Saudi Arabia, the volume of livestock exports fell in 2016 and in 2017. The agricultural sector employs 45.8 percent of the employed people who are 15 years and older, with 25.2 percent in crops cultivation, 9.4 percent in herding, 4.0 percent in fishing, and 7.2 percent in other agriculture related activities.

Somalia has the longest coastline in Africa, but coastal communities are believed to represent less than 1 percent of the population. They rely on artisanal fishing. As artisanal fishing is limited in the monsoon season (July–October), when seas are rough, this sector represents a very limited source of livelihood.

In the Revised Puntland Development Plan (RPDP) 2017-2019, the overall vision of the Livelihood subsector was to maximize on the productive areas of the subsector by developing and sustaining the existing livelihood infrastructure and skills. To realize the vision of the subsector, a total of 8 (eight) priorities/objectives were set which included: (i) Enhancing Animal health and Productivity; (ii) Promotion of marine resource management; (iii) Development of watershed management; (iv) Improvement of Oasis farming project, local crop production and construction of dams; (v) Improvement of water harvesting and conservation for environment rehabilitation and drought resilience; (vi) Protection of wildlife and conserved marine ecology and biodiversity; (vii) Reduction of impact of the climate change and land deforestation; and (viii) Promotion of Private sector business enabling environment.

11 UNDP (United Nations Development Programme). 2015. Human Development Report 2015: Work for Human Development. Nairobi.

12 Fao/World Bank, 2018. Somalia Country Economic Memorandum: Rebuilding Resilient and Sustainable Agriculture in Somalia.

13 ILO (International Labour Organization). 2014. Labour Force Survey. Geneva.

As the Puntland government works towards its development goals in the five year period of 2020-2024, it will need to create an environment conducive to production and investment especially, increasing foreign investment, which will in turn create economic growth for the region.

2.2.2 Policy Context

Livelihood subsector is one of the key subsectors essential in reducing poverty and improving the welfare of the Puntland population. The primary stakeholders that develop and implement policy and legislations in the subsector include: The Ministries of Livestock; Fisheries and Marine Resources; Agriculture and Environment; Energy and Water; and Commerce and Industry. These stakeholders have been bestowed with the responsibility of guiding the development of policy guidelines and aligning them with the State Development Plans, Somali National Development Plan and the continental and global commitments such as the Africa Union Agenda 2063 and the UN Sustainable Development Goals (SDGs).

During the implementation period of the previous RPDP (2017-2019), a number of laws and policies were at various levels of development. Some of those legislation and policies that were in draft form and in review include:

- Company law, which had been sent to the cabinet office for discussion since 2015;
- Public Private Partnership Act which had been sent to cabinet office for discussion since 2016;
- Commercial Law which had been sent to the cabinet office for discussion since 2016;
- Agriculture policy currently under draft form at the Ministry of Agriculture & Irrigation since 2015;
- Pesticide policy currently under draft form at the Ministry of Agriculture & Irrigation since 2015;
- Agricultural strategic plan policy under draft form at the Ministry of Agriculture & Irrigation since 2015; and
- Puntland Environmental Management Law currently under draft form at the Ministry of Environment since 2016.

During that period, some of the policies that were enacted included:

- Tariffs licence policy; and
- Microfinance policy.

2.2.3 Livestock

2.2.3.1 Situation Analysis

Livestock is the largest sector of the economy, the largest employer in rural areas with nomadic cultures, and the main driver of exports. The agriculture sector accounted for about 70 percent of GDP between 2013 and 2016. It is the largest employer of rural households and the most important source of export earnings. In the whole of agriculture sector, the share of the livestock subsector to the GDP rose from 37 percent in the pre-war period to about 57 percent in recent years.

Several types of livestock production and management systems are found in Somalia, determined by factors such as the natural resource endowment, the availability of labor and pasture, and the sizes and types of livestock reared. The three main production systems are nomadic and transhumant pastoralism, agropastoralism, and urban and peri-urban rearing systems. Nomadic pastoralism, the predominant production system in Somalia, is characterized by little or no agriculture (that is crop production) and high mobility of people and animals in search of grazing and water. Transhumant pastoralism is based on more or less regular seasonal migrations from a permanent homestead or settlement. Nomadic and transhumant pastoralists are found throughout Somalia; the highest concentrations are in the northern rangelands of Somaliland and Puntland and in the central rangelands.

The industry has been recovering since the lifting of a 9-year ban on the import of livestock from Somalia that aimed to prevent the spread of Rift Valley fever; exports of live animals are now rising at the Berbera and Bosasso ports. In 2015, Food and Agricultural Organization of the United Nations (FAO) invested in animal disease control programs which resulted to the export of 5.3 million livestock to markets on the Arabian

Peninsula. The sector is characterized with many challenges that impede its growth from high levels of informality due to heavy taxation, limited regional coordination in the formal sector, frequent droughts, overgrazing, and heightened competition for rangeland and water continue to weigh on the sector.

Despite very little, if any, government involvement since the civil war began, the sector has shown remarkable resilience, resulting in high off-take rates and impressive growth in exports in the recent years. In the early 2000s, FAO estimated off-take percentages at 27.3 percent for sheep, 23.3 percent for goats, 11.3 percent for cattle, and 1.6 percent for camels (FAO 2004).

A significant number of animals are marketed domestically, generating employment for the local population, especially women, who often sell domestic meat and produce animal byproducts, including milk, soaps, and jewelry from bones.

2.2.3.2 Key Achievements

During the implementation period of RPDP 2017-2019, a disease control system was designed and adapted which resulted in the vaccination of 15 million animals and treatment of 9 million animals for endo and ecto parasites. To improve the animal products and environmental health, Bossaso slaughterhouse was rehabilitated and equipped; Galkayo livestock market was rehabilitated; meat inspection and dairy policies were developed; and quarantine act was drafted. To facilitate the ministry with qualified technicians and professionals, 150 community animal health workers and 37 staff from the ministry of livestock were trained. The efforts of livestock market diversification led to export of 3,886,798 animals which included 3,718,743 shoats (sheep and goats), 161,259 cattle and 6,796 camels.

2.2.3.3 Challenges and constraints

Somalia faces severe drought conditions, with only one season of good rains separating the current and 2016/17 drought. In this Six out of seven rainy seasons have been poor since 2016, including the ongoing Gu rains (April–June), which started late and have underperformed since early May. Based on rainfall so far, the upcoming Gu harvest will likely be half of a normal year at best. This is especially grim as even in a normal year Somalia produces only around one-third of its cereal requirements. Livestock are in extremely poor condition and risk dying in large numbers if the rains continue to be poor.

Pastoralists lost a significant portion of their livestock due to the severe drought of 2016/17. As a result, herd sizes are currently far below baseline levels, leaving poor pastoralists with few saleable animals. In the worst affected areas, livestock are already in poor body condition from lack of water, scarce pasture and drought-related illnesses. Most animals belonging to vulnerable households are too weak to produce milk, to be sold or traded for other food items. Pastoralists rely entirely on this production and trade to eat and cover other needs. Poor households are already culling weaker livestock to save the rest, while sharing their own scarce supply of water and grains with their animals for them to survive.

These drought conditions have resulted to low productivity of animals and loss of large quantities of animal products due to lack of proper storage, processing and cold facilities. This can also be attributed to low budget allocations by the government to the sector, low investment from the private sector and limited budget support from the donors to the livestock development programs which have hampered the development of necessary infrastructure. Other challenges affecting the growth of the sub-sector include:

- The country livestock chain and quarantines are controlled and managed by foreign investors and there is need for these to be returned under Puntland control;
- Overreliance on only a few export market outlets;
- Overreliance on live animal exports;
- Inadequate protection of animal health;
- Limited and largely informal organization of the Somali livestock value chain and the lack of coordination and integration among its actors; and
- Poor linkages and trade negotiations with trading partners.

14 World Bank. 2018. Federal Republic of Somalia Systematic Country Diagnostic. No. 123807-

SO. 15 FAO. 2019. Somalia Drought Action Plan 2019. Rome. 20 pp.

16 ibid

2.2.4 Fisheries

Somalia has the longest coastline of continental Africa, approximately 3,300 km extending from the western passage of the Gulf of Aden to the Indian Ocean up to the border with Kenya. Puntland occupies almost half of Somalia Coastline with 1,640 km extending from Lasqoray in the Gulf of Aden to Gara'ad of the Indian Ocean and lies to the North Eastern of Somalia.

Fishing industry in Somalia has a potential to contribute to Somalia's economic development and poverty reduction. Despite the country's rich fishing grounds, coastal fishing has remained small-scale and artisanal while foreign commercial vessels have enjoyed both legal and illegal harvesting offshore .¹⁷ USAID¹⁸ estimated the value of the domestic fisheries sector to the Somali economy was US\$135 million in 2015/16. The value of Illegal, Unreported and Unregulated (IUU) fishing was estimated to contribute US\$306 million in benefits to other economies, highlighting opportunities for this sector to better support Somali enterprises and livelihoods in the future. The fish population in Puntland's coastal waters varies in diversity and density. It is known that the prevalent species are large pelagic varieties such as; Yellow fin tuna, Long-tail tuna, Bonito, skipjack, and Spanish mackerel. The main commercial de-mersel fish are: Groupers, Snappers, grout and Sea beam.

Coastal fishing is a source of income and employment for many people in Puntland but has the potential of becoming a significant source of foreign exchange earnings and new employment especially if value addition on fish and other marine resources (blue economy) can be enhanced and strengthened. Plagued by its current capacity limitations, uncontrolled fishing, stock depletion and the loss of revenue through illegal fishing, the sector is not contributing its full potential to the economy. The potential for aquaculture is also not being exploited but if developed, could become an important source of rural jobs, incomes and result in better nutrition.

Puntland marine resources are untapped; currently the estimated fish production is low compared to the potential and the demand in the international market. The shark fishing industry is the mainstay of the artisanal fishing community in Puntland and more than 90 percent of the fishing fleet hunts for sharks for their valuable fins. In Bossaso and nearby fishing zones a sizeable yield of sea cucumbers reaching several tons per year is harvested. Furthermore, edible crabs and shrimps are caught in Bossaso and some of it is locally consumed and the surplus exported to Middle East.

Large populations of shark and ray are also registered in Puntland ocean waters. Shark fin is the most valuable Sea food products exported by the fish industry and generates over one million US Dollars annually. Major importers of the shark fins from Puntland are Dubai, Honk Kong, and Singapore. The abundance of marine resources, characteristic of Puntland's coastal zones by virtue of its geographical location, has also exposed Puntland's marine resources to susceptible risks of deterioration.

2.2.4.1 Situation Analysis

Somalia has two main distinct fisheries production systems: onshore fishing (up to 24 nautical miles from the coastline) and offshore fishing (more than 24 nautical miles) which are determined by the characteristics of its continental shelf and seasonal currents in the Indian Ocean. Low-technology artisanal fishing largely practiced by Somalis in shallow water using small boats takes place close to the shore, whilst factory fishing by well-capitalized industrial fishing operations take place in the deep sea and is operated primarily by Spanish, French, Taiwanese and Chinese companies.

Somalis are not traditional fish-eaters and most fish is sold to export markets. In local markets, fish is preferred fresh. However, with the exception of bigger cities and towns, where cold storage facilities are being rehabilitated, the general lack of processing, storage and transportation means throughout the country has hampered the development of fresh fish marketing on local markets.

¹⁷ Fao/World Bank, 2018. Somalia Country Economic Memorandum: Rebuilding Resilient and Sustainable Agriculture in Somalia.

¹⁸ The Strategic Framework for Somalia: 2016-2019

https://www.usaid.gov/sites/default/files/documents/1860/Public_Strategy_USAID_Somalia_03.29.2017_3.pdf

¹⁹ USAID, Somalia economic growth strategic assessment, 2014.

The importance of fisheries for food security in Somalia is relatively minor at a national aggregated level. However, fisheries are a key sector for livelihoods in the coastal regions of Somalia and fishing towns along the Somali coast. Some of the factors that would contribute to increasing the role of fisheries in food security are: rebuilding storage and marketing facilities; improving transportation infrastructure and equipment; and the training of fisher folks on fish processing and handling. The promotion of fish consumption is also considered of importance, along with the development of adequate legislation and policies.

In 2004 the Government of Puntland, through the Ministry of Fisheries, Ports, Marine Transport and Marine Resources, prepared a Marine Fisheries Policy and Strategy for their own coastline.

The Puntland Fisheries Marine Policy and Strategy (2004) outlines the principles and objectives for fisheries management in Puntland. The Government of Puntland published “Fisheries Regulations from Somali Republic Fisheries Law No.23” (“Puntland Fisheries Regulations”) dated April 2004. The Puntland Fisheries Regulations are relatively extensive, and even seek to protect endangered marine species and regulate aquaculture activities. The regulations distinguish between fishing licenses for national vessels and foreign fishing licenses and access agreements for foreign vessels. Puntland’s Fisheries Regulations of 2004 also seek to limit and control access of other states in Puntland’s waters to ensure that Total Allowable Catch (TAC) is not exceeded.²¹ The regulations also establish a Puntland Fisheries Advisory Council whose role is to provide advice for the management and development of fisheries.

The Puntland Coast Guard is responsible for enforcing Puntland’s Fisheries Regulations (2004). These regulations also state that Puntland’s inspectors can inspect and search any people undertaking fishing activities in Puntland waters.

2.2.4.2 Key Achievements

Despite the many challenges facing the fishing sector and Somali economic landscape during the implementation period of RPDP (2017-2019), there were some commendable milestones that were reached. The Ministry of Fisheries and Marine Resources broadened the counter piracy mandate to cover maritime crime by international maritime actors. There was improved communication between coastal surveillance and central command in reporting and improved communication between coastal surveillance and reporting posts to central command. This led to the arrest of two foreign illegal fishing vessels. In order to eliminate piracy activities in Puntland, 60 antipiracy campaigns were conducted throughout the coast areas, Coastal Community Against Piracy Project (CCAP) was initiated under which 32 small scale fishermen were trained in fishing with modern fishing gears and on-board fish handling, provided with 12 fishing vessels, 45 fishing equipment and fish processing instruments. A total of 30 solar fridges were also distributed to 60 women fish mongers. These efforts led to reduction of piracy attacks to 3 in 2017, 1 in 2018 and none in 2019 which translated to 100% reduction.

To facilitate improvement of fish marketing, Garaad cold storage was reconstructed and rehabilitated, Bossaso, Gardo and Galkayo fish markets were constructed and establishment of five fish vendor shops in Bossaso, one in Eyl and one in Garowe. The ministry of fisheries office was also constructed in Galkayo. A fisheries education curriculum was developed leading to the establishment of marine education center. Training materials (life jackets, small boat and fishing gears) were provided, and supported with seven (7) boat maintenance machinery and eight (8) boat engine spare parts. Also established was Hidig Boat factory in Bossaso, issued a marine resource mapping book and restructured 6 co-operatives in Bossaso, Baargaal, Bandarbayla, Eyl and Gara’ad.

2.2.4.3 Challenges and Constraints

Puntland fishing industry faces a number of challenges which if addressed would help in exploiting its full potential and result in creating more job opportunities to the coastal communities and increased foreign exchange earnings from the exports.

20 Snijman, Phil. 2011. Review of the Legal Frameworks in the ESA-IO Region. SF/2011/13, IOC-SmartFish Programme

21 Khadija Hassan. 2012. A Review of Somalia's (& Semi-Autonomous Regions) Fisheries Legislation & Management. SF/2011/11, IOC-SmartFish

22 Breuil, Christophe. Grima, Damien. 2014. Baseline Report Somalia. SmartFish Programme of the Indian Ocean Commission, Fisheries Management FAO component, Ebene, Mauritius.

The weak regulatory framework, limited enforcement capacity, and lack of adequate maritime structure undermine the ability to effectively protect its marine resources and monitor licensed offshore fishing vessels. The same factors also affect ability to manage inshore fishing activities some of which are now resulting in depletion of high demand species.

The main challenges for the subsector also include Illegal, unreported and unregulated (IUU) fishing in Puntland waters, lack or poor functioning of cold-chain facilities, inadequate fish landing facilities at all major ports, minimal processing ventures, and the lack of or very poor road infrastructure links between major urban centers and isolated fishing communities along the coast, many of which remain reliant on trading with Yemeni vessels for their income.

Other challenges include:

- Low fish consumption culture in Puntland – Somalia has one of the lowest per capita fish consumption in the world – a mere 1.6 kg/per person/per year (FAO, 2010);
- Poor fishing culture among the Somalis;
- Over-harvesting of fish;
- Weak surveillance on offshore fishing;
- Lack of Fishing standards and catch limit policy;
- Low fisheries and aquaculture development especially weak fisheries and aquaculture research;
- Inadequate market access - due to low fish safety and quality assurance, value addition and poor marketing;
- Inadequate funding in the fisheries (access to credit); and
- Limited marine and fisheries resource management.

2.2.5 Crop Production

2.2.5.1 Situation Analysis

Before the civil war, the crop subsector was the second-largest contributor to GDP and exports, after livestock. The subsector remains crucial for food security, but its contribution to the economy is much smaller than it was, as over the past three decades, the volume of cereal production has declined by almost 60 percent from its 1989 peak. Currently the country is not able to meet the increased food demand which has led to overreliance on imports. Agricultural imports rose by a factor of 18, reaching almost \$1.5 billion in 2015, up from an annual average of only about \$82 million in the late 1980s. Even before the 2016/17 drought, food aid and food imports were already larger than domestic production of grains.

The crop sector, which is dominated by smallholder, subsistence-oriented production systems with limited value-added, contributes about 20 percent to Somalia's GDP. It is also a major source of income and food for rural households. An estimated 3 million hectares of land (less than half of Somalia's total land area) is currently cultivated (FAO, 2018). Of this, less than 5 percent (compared to about 50 percent pre-war) is irrigated, primarily by flood. Maize and sorghum dominate crop production, followed by cowpeas, beans, cassava, fruits (guava, mango, citrus, papaya), and vegetables. Average cereal production has fallen by nearly 50 percent since the 1990s. Yet there is very little processing of primary products for either domestic consumption or export.

Puntland is semi-arid with only seasonal rivers and untapped underground water. Most of the territory is best suited for pasture, and not for expansive crop production due to general scarcity of water, formation of salt deposits on plots in the water spring areas, poor farming systems and poor seed qualities.

In Puntland irrigation farming is practiced in scattered oases along dry river beds and underground streams, both of which rely on surface water from springs and shallow wells with small one-piston pumps. Water is channeled directly from the springs and/or shallow wells constructed close to the streams in the valley bottoms. The major crops grown are fruit trees (date palm, citrus, and tamarind) and vegetables, mainly for the local market and some limited fodder.

²³FAO/World Bank, 2018. Somalia Country Economic Memorandum: Rebuilding Resilient and Sustainable Agriculture in Somalia.

²⁴FAO/World Bank, 2018. Somalia Country Economic Memorandum: Rebuilding Resilient and Sustainable Agriculture in Somalia.

²⁵World Bank. 2018. Federal Republic of Somalia Systematic Country Diagnostic. No. 123807-SO.

²⁶Ministry of Planning and International Cooperation (MOPIC), 2017. Puntland facts and figures 2012-2017.

²⁷FAO, 2018. Somalia Country Economic Memorandum: Rebuilding Resilient and Sustainable Agriculture in Somalia

2.2.5.2 Key Achievements

During the RPDP (2017-2019) implementation period a number of milestones were reached. To Increase the availability of water for pastoral and agropastoral use, 23 sand/earth dams and 152 water catchments were constructed. To enhance the availability of farm machinery equipment and good certified seeds, the ministry established a seed bank center, provided two tractors and other farm inputs including seeds, water pumps, wheelbarrows and tractors.

To improve the farm products market accessibility, a monthly farm products market price index was developed, assessed market prices for local and international products, and encouraged local production. To increase the irrigation infrastructure, 31 shallow wells were constructed and 14 water canals rehabilitated.

Institutional capacity of the ministry was strengthened through enactment of policies, acts and frameworks; hiring of 2 technical and 10 general staff and equipping ministry compound. Specifically, the ministry developed a strategic plan, irrigation policy, phytosanitary policy and reviewed Puntland Seed policy for re-development and updating. To enhance research and application of integrated production pest management (IPPM), 70 farmers were trained on IPPM, 750 were trained on Good Agricultural Practice (GAP).

2.2.5.3 Challenges and Constraints

The main constraints faced in the crop production subsector in Puntland include:

- Lower and more erratic rainfall than in the past, resulting in more frequent and intense cycles of droughts and floods;
- Deteriorated water harvesting and storage infrastructure, with minimal investment over the last three decades in new facilities;
- Poor soil management, resulting in soils with very low moisture retention and inadequate internal drainage, which cannot support crops to maturity; and
- Low- or no-input farming techniques for staple foods, a traditional low-risk response to increasingly erratic rainfall conditions.

2.2.6 Environment

2.2.6.1 Situation Analysis

Severe deforestation and soil erosion from unregulated human activity, overgrazing of rangelands and climate change threaten both traditional nomadic pastoralism and rain-fed crop cultivation in Puntland. By 2014, forests covered only 10 percent of Somalia's land area, down from 62 percent before 1980. The main cause of large-scale deforestation of rangelands has been the massive and unsustainable cutting of acacia trees to produce charcoal, exports of which reached \$56 million at their peak in 2011, up from zero before the civil war and as late as the mid-1990s. Deforestation has led to the deterioration of rangelands, which has led to intensified desertification, soil erosion, gully formation, and a reduction of land use for both agricultural and pastoral livestock production. The extensive losses caused by charcoal burning have also led to rapid environmental degradation in the Sool-Sanaag plateau in Puntland, an extremely arid plateau, where recovery of tree cover is extremely slow. For the period 2001–06, an average annual tree loss of about 3 percent and a five-year cumulative decrease of about 13 percent were estimated by the FAO in this area, which is frequently hit by droughts and famines.

Approximately 70 percent of Somalis are dependent on climate-sensitive agriculture and pastoralism. As floods and droughts become more severe and frequent in Somalia, there is a need to find approaches that can reduce the sensitivity of farmers and pastoralists to increasing rainfall variability. With natural resource degradation also rampant throughout Somalia, most notably for the production of charcoal, Somalia is becoming increasingly vulnerable to conflicts over scarce resources.²⁸ Since 2012, increasingly effective enforcement of charcoal export bans by the government as well as by importing countries in the Gulf, the introduction of gas stoves, and growing popular environmental awareness have significantly reduced demand for and thus the production of charcoal.

²⁸ <https://www.so.undp.org/content/somalia/en/home/projects/enhancing-climate-resilience-of-vulnerable-communities-and-ecosity/>

Shifts in air and sea temperatures and rainfall patterns linked to climate change portend an uncertain future for a country that already suffers from acute levels of economic, social, and environmental fragility. The Center for Global Development places Somalia at the top of its list of 167 countries ranked globally for overall vulnerability to climate change, after adjustment for coping capacity. Increasingly erratic rainfall and prolonged periods of severe drought and flooding have already overwhelmed customary coping mechanisms and threatened the viability of traditional agricultural livelihoods. With few alternatives, many Somalis have also turned to unsustainable exploitation of natural resources, amplifying the country's exposure and vulnerability to future climate shocks.

The inter-linkages between climate variability and climate change, environmental degradation and natural resource depletion, conflict, food insecurity, and poverty are more pronounced in Somalia than in almost any other country. As the country moves forward to consolidate peace dividends and gains from improved security, a better understanding of these linkages and the ways in which climate change is likely to affect agriculture in the coming decades will be critical. This knowledge can empower decision makers to identify appropriate policies and investments that can best support strong and resilient sector growth, poverty reduction, and sustained economic growth in Somalia.

The most severe consequences of climate change will likely be on the food security and livelihoods of agriculture-dependent populations in vulnerable countries like Somalia. Climate change is likely to reduce agricultural productivity, production stability and incomes in areas that already experience high levels of food insecurity. Long-term changes in the patterns of temperature and precipitation will shift production seasons, increase the supply variability and risks in crop, livestock, forestry and fisheries, and contribute to the emergence of new animal and plant diseases, as well as emerging food safety threats including new geographical distribution of existing food safety hazards and food- and water-borne disease pathogens or introduce diseases in places where they formerly did not exist.

Somalia's economy and livelihoods are predominantly driven by livestock sector, with grazing rather than stall feeding is the norm. The predominant livestock species are goats, sheep, camel and cattle. Free-grazing prevails on indigenous pattern, the nomadism follows the availability of forage and water, and is not done on rotational purposes to provide rest period for the vegetation to be on sustainable basis except in Dharoor valley of Puntland. The over grazing has led to habitat degradation in multiple ways such as leading to stunted growth of vegetation due to browsing pressure, over grazing on the other hand has marred the natural regeneration of the woody vegetation. The hoeing phenomenon together with the removal of the vegetation cover has facilitated the gully and sheet erosion. Thus, the process of land degradation is perpetuated by the mutually reinforcing degradation factors of soil erosion together with suppressed regenerative capacity of the natural vegetation - the protective cover of the soil and habitat in general.

2.2.6.2 Key Achievements

During the RPDP (2017-2019) implementation period the Ministry has managed to increase rangeland ecosystem that is self-sustained from 15% to 23%. To ensure effective leadership and governance in environmental management the following policies and laws were enacted during the implementation period: Environmental Act, Rural Land Policy and Climate Change Policy. The ministry also enhanced the environmental stewardship and civic education to the community. Through this campaign the number of communities actively protecting their environment rose from 6 to 25 at the end of year 3.

The ministry also sought to protect wildlife and marine ecology for biodiversity conservation and promotion of tourism sector by achieving the following outputs:

- Wildlife protection program developed and operationalized;
- Marine pollution protection developed and operationalized; and
- Promotion of tourism sector for livelihood improvement.

A wildlife protection program was developed and operationalized which led to the increase in active customary protection programs from 6 to 19 by the end of year 3. Marine pollution protection was developed

29 Fao/World Bank, 2018. Somalia Country Economic Memorandum: Rebuilding Resilient and Sustainable Agriculture in Somalia.

and operationalized which led to the development of waste management draft policy. This helped in the protection of 3 mangrove ecosystems during the RPDP implementation period.

To reduce the adverse impact of the climate change and land deforestation, the ministry sought to achieve the following outputs:

- Established Early warning and response program for climate disasters; and
 - Strengthened adaptation, mitigation and resilience to climate change and periodic droughts.
- To strengthen adaptation, mitigation and resilience to climate change and periodic droughts, 5 cooperatives were established and financed.

2.2.7 Commerce and Industry

2.2.7.1 Situation Analysis

Even during the conflict years, the economy continued to grow at a modest pace, demonstrating natural capacities for business and trade. Conflict led to the privatization of many services previously provided by the public sector. The private sector has become the leading provider of telecommunications, air transport, money transfer, urban water, electricity, and social services. Other factors that have helped support the economy include remittances sent by a highly skilled diaspora; traditional institutions based on clan networks, which provided some degree of secured property rights and contract enforcement, even in conflict-affected southern Somalia; and a thriving, though informal, regional trade, which provided a new source of income.

In 2020, Somalia is ranked 190 among 190 (implying the worst) economies in the ease of doing business, according to the latest World Bank annual ratings.³⁰ The rank of Somalia was the same in the years 2019 and 2018 at 190 of 190. Doing business survey covers 10 areas of business regulations, which include: starting a business, dealing with construction permits, getting electricity, registering a property, accessing credit, protecting minority investors, paying taxes, trading across borders, enforcing contracts, and resolving insolvency. This means that Puntland need to put up measures to address these areas in order to spur business growth.

2.2.7.2 Key Achievements

During the implementation of RPDP 2017-2020, the ministry of commerce and industry in a bid to promote private sector business enabling environment prioritized the following outputs:

- Development of trade legislations;
- Improvement of public-private partnerships; and
- Improvement of international trade and local production.

The trade legislations that were developed and approved include the license law, quality control law and investment law. The public-private partnerships improved with 5 more partnerships developed over the implementation period. Local production improved from 13% in 2017 to 20% in 2019, while international production reduced from 87% in 2017 to 80 % in 2019.

2.2.7.3 Challenges and Constraints

- Lack of business research and development – Research and Development (R&D) efforts would help the industrial sector pin -point business challenges and develop business opportunities and investment;
- Limited training for staff – limited training of staff in ministries, departments and agencies undermines the institutional capacity to deliver on mandates;
- Limited information on market and competitiveness – such information is needed to develop more effective and efficient policies;
- Lack of entrepreneurial skills, awareness and training leading to failed businesses;
- Limited number of vehicles in Ministries, Departments and agencies to cover the needs of these institutions in the subsector; and
- Limited financial support for Small and Mediums Enterprises.

³⁰ World Bank. 2020. Doing Business 2020. Washington, DC: World Bank. DOI: 10.1596/978-1-4648-1440-2.



2.2.8 Frankincense and Gum

2.2.8.1 Situation Analysis

In the late 1980s, Somalia was the world's largest producer and exporter of frankincense and myrrh. It produced about 10,000–14,000 tons of frankincense a year and 1,500–2,000 tons of myrrh (World Bank and UNDP 2007). The combined export value of raw gums averaged about \$7.1 million, representing the country's fourth-largest source of foreign exchange earnings. Puntland used to be the world's leading producer and exporter of frankincense, including of its rare high-quality beeyo type.

In this subsector the production system exists as follows:

- Families owning plantations who cultivate and harvest on a rotating basis (Gaafeysi); and
- Individuals who pay rent (CAWAAJI) to the families owning plantations and collect the production for the entire season.

Two types of commercial frankincense are collected. MAYDI (*Boswellia Frereania*) from YAGCAR trees and beeyo (*Boswellia Sacra*) from Moxor trees. MAYDI frankincense is exclusive for Somalia, while beeyo frankincense, varying in variety, is produced in Ethiopia (Region Five), Eritrea, Oman and India. Other varieties exploited commercially include the opopanax, which is a source of gum; myrrh, and Arabian Gum. Moreover, the woodland varieties of frankincense - in October-November, whereas BEEYO is tapped twice a year, at intervals of up to 25 days over a commiphora grow in the inland areas of Puntland. As frankincense is mainly found in isolated areas, the mode of production is through frequent tapping of the incense trees. MAYDI is tapped over a nine months period, peaking two to three-month period. The hot season (xagaa) is favorable for abundant production. Regarding the yield, estimates show that approximately 40% of the commodity is harvested, which is roughly 500 metric tons per year.³² There are wide fluctuations in exports that are related partly to overexploitation and poor harvesting practices by a new generation of tree owners and minders eager to maximize short-term earnings but unaware of the trees' long-term health needs. Theft of resin is also rampant due to the high market value.

Puntland government should protect all trees, including trees that produce frankincense, myrrh, and gum Arabic, by fostering and enforcing sustainable tapping methods and frequency. Policy makers should also promote value addition by supporting new private investments in better quality processing of all gums and resins.

2.2.9 Oil and Mineral Resources

2.2.9.1 Situation Analysis

Puntland has untapped reserves of numerous natural resources, including uranium, iron ore, tin, gypsum, bauxite, copper, salt and natural gas. The Puntland authorities in October 2005 granted Range Resources

³¹ Fao/World Bank, 2018. Somalia Country Economic Memorandum: Rebuilding Resilient and Sustainable Agriculture in Somalia

³² Ministry of Planning and International Cooperation (MOPIC), 2017. Puntland facts and figures 2012-2017.

a majority stake in two sizable land-based mineral and hydrocarbon exploration licenses, in addition to offshore rights. The onshore Nugaal and Dharoor Valley blocks span over 14,424 km² and 24,908 km², respectively. In 2011, the Puntland government gave the green light to the first official oil exploration project in Puntland and Somalia at large. Currently, the drilling operations has been stopped, which encountered some difficulties in the drilling process. The government of Puntland is committed to continue oil exploration and drilling companies have shown willingness to continue exploration in the future.

2.2.10 Building Community Resilience

Resilience is the ability of a community to absorb disturbance and still retain basic function and structure. Building resilience means intentionally guiding the system's process of adaptation in an attempt to preserve some qualities and allow others to fade away. Resilience-building and livelihood approaches in fragile and volatile environments like in Somalia need adaptive management and flexible programming.

Community resilience can be built through:

- Livelihood approaches that enhance people income generating capabilities by increasing their assets through the provision of cash transfers, infrastructure, support services, market expansion activities and training; and
- Social Protection Mechanisms such as cash transfers and cash-for-work which can support livelihood recovery in fragile and conflict-affected situations.

Cash transfer can help in empowering conflict affected people to strengthen local markets. Cash-for-work is used to reconstruct the necessary infrastructure for people to pursue agricultural livelihood strategies. Infrastructure in fragile environments has increasingly emerged as a priority in promoting access to markets and establishes the pre-condition for long-term economic growth. Improved roads increase freedom of movement through better security, reduced transport costs and increased farm gate prices.

Other activities that help in building community resilience include:

Market expansion activities;

Technical skills: pest's management, post-harvest crop management, business administration and marketing, operation of machinery and irrigation systems;

Micro-enterprise development;

Farmer and pastoralists field schools and livestock interventions;

- Training on agronomy skills;
- Vocational skills;
- Business development and financial literacy;
- Animal health treatment campaigns;
- Establishment of village, savings and loan groups;
- Equipping of community animal health workers;
- Supporting women in poultry farming;
- Supporting the milk value chain;
- Tree planting to reverse deforestation;
- Farmer field schools to build agronomy skills; and
- Cash transfer during the lean season.
- Strengthening community resilience and adaptive capacity to climate shocks, leading to improved and more sustainable living conditions focuses on:
 - Rehabilitating and improving irrigation schemes;
 - Providing technical and marketing support to farmers to increase production of higher value crops;
 - Introduction of micro-finance schemes;
 - Support to improve livestock management;
 - Drought and food security monitoring systems; and
 - Technical training for communities and extension services.

2.2.11 Livelihood Subsector SWOT Analysis

SWOT analysis is a simple but useful framework for analyzing the strengths, weaknesses, opportunities, and threats. It helps to build on what is being done well (strengths), to address what is currently lacking (weaknesses), to minimize risks (threats), and to take the greatest possible advantage of chances for success (opportunities). In this regard during the five year plan period the livelihood subsector will seek to ride on internal strengths to take advantage of opportunities and at the same time use the strengths to minimize on the threats to the subsector which impact on the whole economy. The development plan component of the subsector will aim at improving weaknesses by taking advantage of opportunities and at the same time work towards eliminating weaknesses to avoid threats.



STRENGTHS

- Relative security and stability;
- Young population;
- High demand for agricultural products locally;
- Abundant natural resources.



WEAKNESSES

- Low animal productivity;
- Poor infrastructure;
- Inadequate funding;
- Undeveloped value chains;
- Poor linkages and trade negotiations;
- Weak institutional capacities;
- Weak legal framework and policies;
- Inadequate research; and
- Lack of financial inclusion.



OPPORTUNITIES

- Increased collaboration with donor agencies;
- High demand for agricultural products at the international markets; and
- Unexploited natural resources.



THREATS

- Natural and climate shocks;
- Livestock diseases;
- Control of livestock value chains by foreign investors;
- Overreliance on few export market; and
- Insurgents groups like Al Shaabab

2.2.12 Livelihood Subsector Lessons Learned

The different sub-sectors have not synchronized their activities to achieve maximum potential especially the sub-sectors in agriculture. The different sub-sectors should work towards complementing each other;

- Different sub-sectors need to develop programs that will attract donor funding. This would be achieved by working with experts with experiences in fundraising;
- There is no well-structured value chain for the different sub-sectors. This will help in creating more value to different products and at the same time create job opportunities at each level;

- Value addition has not been prioritized especially in the fishing and livestock sub-sector. This should be a top priority as it will increase the value realized from the products in that particular sector;

- Overreliance on the same markets hurts the sectors especially when these markets ban Somalia products. The control of the sectors by foreign investors is to the disadvantage of farmers in Puntland. The government should work towards streamlining the sector and having full control;

- There is need to harness a close working relationship between the livelihood sub-sectors and infrastructure development agencies. Good infrastructure enhances economic development

due to increased efficiency in transporting goods to the market. The livelihood subsector should work closely with infrastructure subsector to identify the priority infrastructure needs; and

- There is low fish consumption culture locally. Local population should be sensitized on the nutritional value of fish thus creating another market. This will help in increasing food security in a country that is reliant on food imports thus leading to loss of much needed foreign currency.

2.2.13 Livelihood Subsector Priorities

The livelihood subsector identified the following priorities and their alignment with national, continental and global commitments that will be pursued in the five year plan period:

No.	Sector Priorities	Somalia NDP	AU Agenda 2063	Global-UN SDGs
1.	Profitability and sustainable utilization of livestock resources improved	Pillar 3	1	1,2,8
2.	Fisheries industry infrastructure, marketing, research promoted and legal and institutional framework established	Pillar 3	1,4,6	2,8,9,14
3.	Agricultural productivity for strengthened food security transformed	Pillar 3	1,5	2
4.	Legal and regulatory framework developed, infrastructure and human resource development and climate data collection in the environment sector enhanced	Pillar 3	7	6,7,13,15
5.	An enabling environment for enterprise development in Puntland provided	Pillar 3	8,9	1,4
6.	Public finance management reformed and strengthened	Pillar 3	9,20	8
7.	Development plan targets realized within the framework of this strategic document	Pillar 1,2,3,4	4	8
8.	Development and adoption of green energy in Puntland promoted	Pillar 3	7	7
9.	Mining industry in Puntland developed	Pillar 3	7	7
10.	Improved accessibility of water in Puntland	Pillar 3	6	6
11.	Petroleum industry in Puntland established	Pillar 3	7	7

In order to achieve the 10 priorities in livelihood, the subsector has outlined the following outcomes:

Outcome 1: Animal Health and Quality Improved

This outcome in the livestock subsector will be realized through improving animal disease prevention and control measures during the plan period as well as strengthening animal disease surveillance and reporting.

Outcome 2: Animal Nutrition and Productivity Improved

This outcome that seeks to improve animal nutrition and health will be achieved through improving livestock development, extension services and livestock trade and marketing.

Outcome 3: Institutional Capacities Strengthened

This outcome looks at strengthening the capacity in the livestock subsector through strengthening the capacities, increasing the number of staff and training the staff on human rights in the livestock institutions and also developing the infrastructure of the relevant institutions.

Outcome 4: Fisheries Research, management and development

This outcome will involve strengthening marine forces in order for them to curb illegal, unreported and unregulated fishing in Puntland waters, improving fisheries sector data collection and establishing fish processing plants.

Outcome 5: Policy and legal Framework for Fisheries and Marine Resource Developed

This outcome seeks to develop and strengthen the fisheries and marine policy and legal framework by developing the aquaculture, marine and fisheries policies and the legal framework for fisheries cooperatives.

Outcome 6: Quality control of fish products, value addition and marketing enhanced

This outcome will be achieved through sensitizing the fish industry players along the value chain on fish handling, processing and preservation techniques, developing and adopting appropriate technologies to reduce post-harvest losses, constructing and equipping fish handling premises, developing the lobster species management plan and constructing, equipping and operationalizing the fish quality assurance laboratories.

Outcome 7: Infrastructure and Human Resources Development in the Fishing Industry Improved

This outcome will be achieved through building the capacity of staff in the Ministry of Fisheries and Marine Resources, constructing the Ministry headquarters offices and constructing fish landing facilities, fish markets, ice plants, cold storage facilities and ice plant. In addition, it will be necessary to promote the use of renewable energy in the fishing industry as well as establishing the marine resource center.

Outcome 8: Policy, Legal and Regulatory Framework for the Environment Sector Developed

This outcome will involve developing the Ministry of Agriculture and Environment Strategic Plan and developing the policy, legal and regulatory frameworks for the ministry.

Outcome 9: Infrastructure and Human Resource Development in the Environment Subsector Improved

This outcome will enhance the technical capacity of the Ministry, train all employees on human rights and construct necessary infrastructure for the ministry.

Outcome 10: Weather Data Collection, & Dissemination of Climate Related Information to Agriculture/Environment Stakeholders Enhanced

This outcome involves enhancing access and availability of weather information, raising awareness on environment, climate and agriculture and supporting implementation and enforcement of existing laws.

Outcome 11: Accessibility of Affordable Inputs, training & Credit Facilities to Farmers Enhanced

This outcome will be realized through enhancing the capacity of farmers, enhancing access to appropriate credit facilities, improving access to inputs and agricultural services and establishing operational soil testing laboratories. Further, pest control initiatives will be enhanced, fodder farms established, food and nutrition security promoted and irrigation systems improved.

Outcome 12: Marketing Initiatives to Improve Farmer's Incomes Enhanced

This outcome focuses on marketing and improving of farmers' income through reducing post-harvest losses, improving access to markets and market information, increasing value addition practices to farm produce and establishing date palm processing plants.

Outcome 13: Environmental and Agricultural Stewardship, Education and Knowledge Sharing Capacity Enhanced

This outcome will be achieved through promotion of environmental knowledge and awareness on ecosystems conversation and the negative consequences of human activities on the environment.

Outcome 14: Promotion of Wildlife Protection

This outcome will be achieved through generating inventory for flora and fauna and initiating wildlife conservation programmes.

Outcome 15: Adaptation, Mitigation and Resilience to Climate Change & Periodic Drought Strengthened

This outcome will involve developing surface water harvesting strategies, establishing of seasonal grazing systems for regeneration in pastoral areas and initiating income generation projects for bee keeping and fodder banks.

Outcome 16: Sustainable Land Use and Conservation of the Environment Promoted

This outcome will focus on conducting farm field and agricultural potential survey and promoting agro-forestry farming systems.

Outcome 17: Promoted environmental conservation mechanisms

This outcome is aimed to improve the use of rangelands through seasonal and rotational grazing while propagating the indigenous and drought resilient seedlings. It is also intended to enhance the adaptation to and mitigation of climatic conditions. To further promote the environment, waste management strategies and relevant policies is among key priorities to be developed and implemented

Outcome 18: Frankincense Industry Developed

This outcome will be realized through promotion of quality, production and value addition

Outcome 19: Ease of Doing Business in Puntland Improved

In order to improve the ease of doing business in Puntland, the subsector will focus on easing the process of starting a business as well as the process for resolving commercial disputes.

Outcome 20: Growth of Trade in Puntland Promoted

This outcome will be realized through improvement of international trade, local production, public private partnership and organizing entrepreneurship forums

Outcome 21: Local Investment in Puntland Enhanced

This outcome will be realized through attracting local and international investments and facilitating investments forums. Furthermore, it is proposed that a Puntland Investment Promotion Agency be created to handle matters of local and international investments.

Outcome 22: Revenue Collection in Puntland Enhanced

Enhancement of revenue collection will be achieved through increasing business operating licenses and developing customs plans.

Outcome 23: Public Finance Management restructured and strengthened

This outcome encourages to promote the public management reforms through institutional capacity building, development of legal frameworks, policies and procedures and as well as the effective implementation of the advanced financial information management systems and procedures

Outcome 24: Puntland Development Plan and MDAs Strategic Plans Developed

To ensure Puntland government program is put in to practice, the development of five year developmental plans is instrumental to setting key state priorities those respond to the state challenges in to the short, medium and long term scenarios. This outcome targets to strategically propose government priorities in short, medium and long terms plans

Outcome 25: Strengthening the capacity and statistical production of Puntland statistics system and data quality to meet the needs of the users

This outcome promotes the effective implementation of the statistical system of the government by enhancing the capacity of the Puntland Statistical Units, production of the various statistical reports, conducting essential surveys including household expenditure survey, business registration survey, population census and livestock population estimation census.

Outcome 26: Advance and strengthen the capacity of Puntland M&E system

This outcome is targeted to strengthen the capability of the M&E systems in Puntland through the development of integrated and automated M&E system that will enable effective and efficient track the smooth implementation of the sectoral programs of the government

Outcome 27: Aid Coordination system and partner cooperation enhanced

This outcome is intended to properly manage and coordinate the aid allocations management system in Puntland by developing framework systems to record, map and analyze. It also targets to promote better ways to engage and enhance partner cooperation by ensuring frequent consultation forums with the implementing partners and as well as the donor community

Outcome 28: MoPEDIC Institutional Capacity Improved

It is very essential to ensure the capability of the MoPEDIC is sufficiently improved so as to be able to effectively implement its mandate. This outcome will ensure the improvement of the institutional infrastructure and the development of its human capital. It will aim to further strengthen the capacity of the MoPEDIC human resource, construct the HQ office and as well as two more regional sub-offices.

Outcome 29: Enhancing access to affordable sources of alternative Energy

Use of alternative energy will be enhanced through promotion of usage of liquefied petroleum gas (LPG) for domestic use, introducing solar and wind energy to reduce reliance on diesel engines and installing solar powered street lights in major towns of Puntland.

Outcome 30: Mineral Resources in Puntland Profiled

This outcome will involve conducting feasibility study of mineral potential in Puntland and establishing mineral testing laboratories.

Outcome 31: Human Resource in the Ministry of Mining Developed

This outcome will involve recruitment and building the capacity of staff in the Ministry of Mining.

Outcome 32: Investment in Mining Sector of Puntland Attracted

This outcome involves efforts to attract local and international investors into the mining industry in Puntland.

Outcome 33: Water Infrastructure Developed

Developing the water infrastructure will involve drilling new boreholes, establishing water quality testing laboratories, constructing and rehabilitating surface water catchment infrastructure and expanding water supply systems in urban and rural areas.

Outcome 34: Discovering and Marketing of Fuel Resource in Puntland

This outcome will be achieved through developing petroleum industry legal and regulatory framework, increased fuel storage facilities, established fully equipped petrochemical laboratories for quality control and carrying out seismic surveys on both onshore and offshore.

2.2.14 Strategic Framework

Vision

To attain the best infrastructure and skills and maximize productive sector to ensure sustainable livelihoods for all.

Mission:

To develop and sustain the existing livelihoods subsector infrastructure and skills; and to maximize productive sector to improve the livelihood for all.

Values:

Cooperation and consultation among institutions in the livelihoods subsector; effective and efficient service delivery; and maintaining and upholding the mission of the livelihood subsector.

2.2.15 Cross cutting issues

- i) Improve sector wide economic growth, entrepreneurship and employment opportunities for youth, women and vulnerable segments of the population;
- ii) Incorporate utilization of biodiversity and ecosystem conservation and climate change adaptation in all programs and projects in the sector; and
- iii) Strengthen community resilience and adaptive capacity to climate shocks leading to improved and more sustainable living conditions.

2.2.16 Role of Stakeholders

The main stakeholders in the livelihood subsector include ministries of: Livestock, fisheries, agriculture, environment, commerce and industry, frankincense and gum, energy, mining, petroleum and water. The role of these stakeholders is to work together in the development of the livelihood subsector through developing policies, regulations and legal framework that will spur economic development in Puntland.

2.3 INFRASTRUCTURE SUBSECTOR



2.3.1 Introduction

The infrastructure subsector is mandated to plan, design, construct and maintain Puntland public assets such as hospitals, schools, police stations, prisons, courts, theatres, public sewerage systems and other infrastructure such as roads, ports, runways and bridges in collaboration with line ministries and local governments. The subsector comprises of the following: civil aviation, public works, roads, housing, ports, and information and technology. Poor infrastructure is one of the challenges that hinder economic growth and development in Puntland. The infrastructure subsector in Puntland lags behind in terms of institutional and human capacity as well as the necessary heavy equipment to operate and maintain the existing infrastructure.

The overall vision of the infrastructure subsector during the implementation of RPDP 2017-2019 was to enhance Puntland's critical infrastructure, contributing to economic growth, while becoming more sustainable and resilient to natural disasters. This was to be achieved by building sustainable and standardized public infrastructure in Puntland through strategic deployment of relevant ministries and institutions, allocation of adequate investment in the sector and as a result enhance the living standards of Puntland people. To realize the vision of the subsector, a total of seven objectives were set in the revised plan which included: improving air and road transport; improving port infrastructure and shipping services; reducing water shortage in Puntland; improving availability of essential heavy duty equipment; promoting use of alternative energy; increasing the number of qualified workforce in the sector; and establishing institutional policies and regulations. These objectives were realized at varying degrees and the current development plan therefore builds on successes achieved while addressing the challenges encountered and lessons learned.

2.3.2 Policy Context

During the implementation period of RPDP 2017-2019, a number of laws and policies were at various levels of development. The legislation and policies that were in draft form and/or in review included:

- Building Standard Regulations currently on track to be passed by the parliament;
- National Housing Policy currently on track to be passed by the cabinet;
- Puntland Land Policy currently on track to be passed by the cabinet;
- Town Planning Policy currently on track to be passed by the cabinet;

- ICT infrastructure policy currently on track to be passed by the cabinet;
- Telecommunication Regulatory Development policy currently on track to be passed by the parliament;
- Media and Ethics Regulation currently on track to be passed by the parliament; and
- Ports Regulation currently under review by the parliament; this regulation was originally passed by the parliament in 1999.

2.3.3 Civil Aviation

2.3.3.1 Introduction

Before the independence of Somalia in 1960, airports in Puntland were very small in size, and most of them were made during the Second World War (Bossaso airport in 1943 and Galkayo airport in 1945). These airports were primarily used by the colonialist for their civilian and military purposes. After independence, no more improvements were made due to their limited use, with most of these airports receiving only one passenger scheduled flight per week.

Currently, Puntland has three main airports (in Bosasso, Garowe and Galkayo) with scheduled local and international flights daily. These airports are owned and controlled by Puntland Government. However, the existing airports, terminals and runways cannot cope with the high demand for air transport locally and internationally. It is therefore imperative to fast-track aviation infrastructure development which will further contribute to economic development.

2.3.3.2 Key Achievements

During the implementation period of RPDP 2017-2019, the basic airport and air navigation infrastructure was improved; Bossaso and Garowe airport runways were completed and jet engine aircrafts have started landing there. The relevant ministry has also installed VHF radio and meteorological observer equipment's at Bossaso and Garowe airports.

2.3.4 Public Works, Transport and Housing

2.3.4.1 Introduction

In December 1997, North East Somali Highway Authority (NESHA) agency was established to take the leading role of all roads related programs in North Eastern regions. It was later renamed Puntland Highway Authority (PHA). The main objective of PHA is to formulate and implement road infrastructure and airport rehabilitation programs. It has also been tasked with the responsibility of securing infrastructure funding from fuel levy, and from local and international development partners. It has so far taken practical steps towards improvements of existing roads and implemented a number of emergency repair works, routine maintenance programs; rehabilitation of several feeder roads and many assessment surveys undertaken to improve both paved roads and feeder roads throughout Puntland.

The backbone of Puntland transport system is approximately 700 kilometers tarmac road that links Galkayo and Bossaso via Garowe. It is an important transportation corridor from the port of Bossaso to the interior of the State. It aids in the transportation of livestock for export to the gulf countries as well as imports into Puntland. The part of the tarmac road that links Galkayo to Garowe is in very poor conditions while the Garowe-Bossaso section is approaching the end of its design life. The road has been one of the main stabilizing factors that preserved the peace and economic development in Puntland. PHA also constructed a tarmac road connecting Galkayo and Turdibi Custom at the Ethiopian border, as well as other achievements that are listed in the Key Achievements section below.

2.3.4.2 Key Achievements

During the RPDP 2017-2019 implementation period, the Ministry of Public Works embarked on the repair for Galkayo-Garowe road with the support of European Union (EU) and implemented by GIZ and Puntland Highway Authority. The ministry also facilitated the regular maintenance works on the main 450km road that connects Garowe and Bossaso. Another 17km of tarmac roads were also constructed by Joint Program on Local Governance (JPLG) in the major towns of Bossaso, Gardho, Garowe, Burtinle and Galkayo. Towards the end of 2019 the ministry contracted a company to start immediate repair and rehabilitation of Garowe to Bossaso road. In order to improve accessibility to productive areas, Garacad-Galkayo-Galdogob road is currently under construction with collaboration with the local community.

The ministry finalized the Garowe Town Plan, Urban Management Regulations, Construction Company's Regulations, and Building Standards Code. The registration of all government and public vehicles was also completed with a total of 640 vehicles recorded in a database. In 2017-2019 the ministry further finalized the audit of public land property and public buildings that were in the hands of private entities while all illegal buildings on public land around Garowe were demolished.

2.3.5 Ports and Maritime



2.3.5.1 Introduction

The strategic location of Puntland at the tip of Horn of Africa, bordering the Gulf of Aden and the Indian Ocean, stretching an outstanding distance of approximately 1,600 km along the coastal strip has been a hub of Seafarer and the heart of the world's trade by offering maritime passageway. Puntland has one of the active and major ports in Somalia namely Bossaso Port that is used for both international and domestic freight movements. The majority of international freight travels through the port of Dubai. This proximity to the port of Dubai is a major opportunity for economic growth in the state of Puntland. Bossaso port is

owned and run by the Puntland government.

2.3.5.2 Key Achievements

During the RPDP 2017-2019 implementation period, a 30-year Concession Agreement with Global Port Services FTZE for Bossaso Port expansion has been signed. Land has also been identified, cleared and reclaimed for the construction of warehouses at the port of Bosaso. To improve the safety of the port a perimeter fence has been constructed which has led to the decrease of accidents and incidents. Staff has also been trained and there are plans to put regulation signs at the port. Plans have also started for the investment and development of Garacad port with designs already procured. There are also plans for the construction of fishing jetty in either Hafun or Bander Beyla.

2.3.6 Infrastructure Subsector SWOT Analysis



STRENGTHS

- Relative security;
- Favorable climate for harvesting solar and wind power;
- Young population who can be skilled;
- Adherence to the rule of law;
- Strong productive sectors that would guarantee economic viability of the infrastructural projects; and
- Growing population.



WEAKNESSES

- Inadequate funding;
- Inactive working policies and enforcement;
- Poor cooperation between the state and central working sectors;
- Lack of specialist technical skills;
- Limited skilled professionals; and
- Inadequate administrative and technical capacity.



OPPORTUNITIES

- Good working relationship with donors;
- High demand for infrastructural projects;
- Colleges and universities offering technical courses;
- Financial support through remittances; and
- Vibrant private sector.



THREATS

- High costs of energy;
- Recurring droughts and famine;
- Flooding that leads to the destruction of roads; and
- Insecurity in the neighboring areas.

2.3.7 Infrastructure Subsector Lessons Learned

- Agencies under infrastructure sector should work closely to complement each other's work. There should be proper coordination of activities in the different sub-sectors since they are all working towards the same goal of enhancing transport and economic development;
- There has not been enough fundraising from development partners who have capacity to support these infrastructural projects. Well-coordinated initiatives will help in attracting funding since such proposed projects would lead to benefits across the various sectors; and
- The infrastructure subsector should work closely with livelihood sector in setting priority infrastructural projects that would enhance economic growth. The livelihood subsector being the biggest beneficiary of good infrastructure network should play a great role in guiding the infrastructure subsector in prioritization of projects that will spur economic development quickly.

2.3.8 Infrastructure Subsector Priorities

The infrastructure sector identified three key priorities to pursue in the five year period. These priorities and their alignment with the national, continental and global planning frameworks are as shown below.

No.	Subsector Priority	Somalia National Development Plan -9 2020-2024	Africa Union Agenda 2063	Global UN SDG 2030
1.	Road infrastructure development enhanced	3	4,10	9
2.	Efficiency of port services enhanced	3	4,10	9
3.	ICT infrastructure and services development enhanced	3	10	9
4.	Air transport access enhanced, and service quality developed.	Pillar 3	10	9

The above three priorities will be achieved through the following outcomes:

Outcome 1: Physical Infrastructure of Puntland Improved:

Improving physical infrastructure will involve constructing primary roads to link the major cities/towns of Bossasso, Galkayo, Garowe, Las-Anod, El-Dahir and Erigavo; rehabilitation of feed roads to improve accessibility of rural and coastal productive areas; and tarmacking roads in the **JPLG** district' cities/towns.

Outcome 2: Administrative and Technical Capacity of the Ministry of Public Works Strengthened

To achieve this outcome the ministry headquarters buildings will be constructed, ministry sub-offices in five districts expanded/rehabilitated, testing laboratories established and a modern central technical workshop for the ministry established. Other interventions will involve establishing a government driving school, repossessing all public land in private hands, providing transport vehicles and accessories to the ministry and installing GBS speedometer devices on all Puntland motor vehicles.

Outcome 3: Institutional Capacity of the Ministry Upgraded

This outcome will be achieved through the following:

- Conducting capacity building trainings to staff in ministry departments as well as those in regional and district offices;
- Training staff on quality control for infrastructure projects;
- Training procurement department personnel;
- Training private construction companies on implementation of works/services and technical standards and building specifications; and
- Installing ICT equipment in the Ministry premises.

Outcome 4: Relevant Laws, Policies, Regulations and Codes Reviewed and Ratified

This outcome will be achieved through:

- Contractors Regulations Code approval by Cabinet and Parliament; and
- Building Standards Code approval by cabinet and Parliament.

Outcome 5: Urban Town Planning Improved

This outcome focuses on finalizing and operationalizing urban town planning of the major cities of Garowe, Galkayo, Gardho and Bossaso; approval of the urban land management policy by Cabinet and Parliament; and development and approval of the National Housing Policy.

Outcome 6: Air Transport in Puntland Enhanced

This outcome will be achieved through improving major airports and airstrips; increasing local and international flights at Garowe and Bossaso airports; and strengthening efficiency at Garowe airport.

Outcome 7: Airport Infrastructure & Equipment Improved

This outcome deliberated to further improve the infrastructure, navigation systems and service delivery of the Puntland airports through the engagement of international investment partners and attracting international aviation partners to enhance both domestic and international aviation transactions

Outcome 8: Institutional capacity of the Aviation Ministry upgraded

This outcome aims to promote the capacity of the ministry of aviation by improving the capacity of the human capital, expanding the present of the Puntland regions and most of all, ensuring the essential of the legal framework systems are in place

Outcome 9: Port Infrastructure & Shipping Services Improved

This outcome will involve increasing Bossaso' Port capacity to handle ships and cargo, construction of warehouses at the port, improving safety and security of the port and improving the port other infrastructure. Further, port and jetties will be constructed in economically active coastal towns.

Outcome 10: ICT Infrastructure and Postal Services Improved

This outcome will focus on increasing internet connectivity in Puntland, extending the second level to top level country code domain name, developing an e-government platform for efficient inter-government function and efficient service delivery and building the ICT capacity at the Ministry of Information.

Outcome 11: Postal Service Re-invented, Re-established and Operationalized

This outcome will involve developing, approving and implementing the Puntland Postal Service Policy, rebuilding government postal service buildings and developing and implementing the postal service delivery system and routes.

Outcome 12: Tourism, Culture and Heritage in Puntland Developed

This outcome focuses on developing tourism, culture and heritage through the following initiatives:

- Rehabilitating and re-operationalizing the historical sites in Taleh, Eyl and Bargal; building and opening to the public the national museum and library;
- Developing and promoting cultural programs;
- Developing tourism sites around the beaches, Golis mountains and nearby historical sites; and
- Attracting investors into the tourism sector.

Outcome 13: Growth of Media Industry to Inform, Educate, Entertain the Citizens and contribute to enhancement of creation of job opportunities

This outcome will be achieved through developing a media policy, improving public awareness on human rights, licensing FM radio stations in the districts and building the capacity of the journalists and media houses.

Outcome 14: Human rights, environmental and gender protection in infrastructure projects

United Nations Agenda 2030 on sustainable development recognizes that infrastructure provides the basic physical systems and structures essential to the operations of society and that inadequate access to infrastructure and its service undermines realization of human rights, perpetuates inequality, and hampers progress towards environmental sustainability. Absence of adequate infrastructure disproportionately affects the most disadvantaged, especially women, persons living with disabilities and internally displaced persons. This outcome will be achieved through ensuring access to information and public participation on infrastructure projects; ensuring human rights and environmental safeguards are integrated in design, planning, implementation, commissioning, use and maintenance of infrastructure; ensuring gender aspects are integrated in the projects and discrimination is addressed; and incorporate complaints handling mechanisms in projects' agreements and funding arrangements.

2.3.9 Strategic Framework

Vision:

Puntland critical infrastructure is remarkably enhanced, contributing to economic growth, while becoming more sustainable and resilient to natural disasters.

Mission:

To build sustainable and standardize public infrastructure in Puntland through strategic deployment of relevant ministries and institutions, allocation of adequate investment in the sector and as result enhance the living standards of Puntland people.

2.3.10 Role of Stakeholders

The main stakeholders in the infrastructure subsector include: Ministries of Public works, transport and housing; civil aviation; ports and information and technology; Development partners and the various communities in Puntland. The role of these stakeholders is to enhance economic development through infrastructural development, provide financial and technical support as well as users of the infrastructure projects. The stakeholders in this sector should work with stakeholders in other sectors to identify their infrastructural needs and thus develop a common infrastructural development plan.



SOCIAL



3.1 SOCIAL DEVELOPMENT SECTOR



3.1.1 Introduction

The Social Sector focuses on the improvement of essential services such as education, health, sanitation, nutrition, social protection, disaster management, women affairs and empowerment, youth empowerment and sports development. It is also charged with the responsibility of addressing the welfare of the elderly, internally displaced persons, persons living with disabilities and community resilience. In the just ended Revised Puntland Development Plan 2017-2019 the sector prioritized achievement of education for all, improvement of access to quality primary health care, reduction of unemployment rate, improvement in gender equality and promotion of social inclusivity. These priority areas recorded varying degrees of achievements.

The social sector plays an important enabling role to other sectors of the economy. The education subsector as an example provides educated and qualified manpower which is a prerequisite for economic development and progress while the health subsector ensures that Puntland has a healthy population which is more productive compared to a sickly population. In most countries including Somalia, women constitutes over 50% of the population and therefore any intervention that supports their well-being and empowerment has a multiplier effect in the entire economy, leaving them out of the mainstream economy is to omit a key component of the society which would result in failure to achieve desired goals. Similarly, the youth who constitute an estimated 70% of the Puntland population is the engine for the current and future growth and prosperity of the State. The previous development plan noted that development of the social sector is vital if Puntland is to achieve its development goals in all of the remaining five sectors. The Somali National Development Plan-9 2020-2024 in its preamble observes that low levels of education and poor access to water, health and sanitation are the leading causes of poverty in Somalia.

The social sector in this development plan builds on the achievements in the previous development plans in education, health, women and social affairs, youth and sports as well as humanitarian and disaster management. It also takes into account and seeks to address the challenges and constraints that hindered the achievements of the aspirations of the previous development plans as well as the lessons learned therefrom.

The subsectors in the Social Sector are: Education; Health; Women and Social Affairs; Youth and Sports; and Humanitarian and Disaster Management. The key Ministries, Departments and Agencies in the Social Sector and its subsectors are: the Ministry of Education and Higher Education; Ministry of Health; Ministry of Labour, Youth and Sports; Ministry of Women Affairs; Puntland Aids Commission; Puntland Civil Service Commission; Puntland Social Welfare Agency; and Humanitarian and Disaster Management Agency.

3.1.2 Policy Context

The Social Sector policies, programs, projects and activities are vertically anchored and aligned with the planning frameworks at Puntland State level, through Puntland Five Year Development Plans; at national levels they are anchored and aligned with Somalia National Development Plan-9 2020-2024, specifically Pillar 4; at continental level they are aligned with Africa's Agenda 2063 and at the global level with UN Sustainable Development Goals (SDGs) 2030. This FYPDP 2020-2024 provides the overall policy direction for the Social Sector. The institutions in the various subsectors will realign their strategic plans, programs, projects and activities with this overall policy direction.

The main legal and policy frameworks that will guide implementation in the sector and its subsectors are as listed below:

- Puntland Education Policy;
- Puntland Education Act/Law;
- Puntland Education Sector Strategic Plan;
- Puntland Education Sector Analysis;
- Puntland Health Policy Framework;
- Puntland Health Law No. 6;
- Puntland Health Sector Strategic Plan;
- Puntland National Drug Policy;
- Puntland Hygiene and Sanitation Policy;
- Puntland EPI Policy;
- Puntland National Youth Policy; and
- Puntland Gender Policy;

The above laws and policies may require to be amended if and when necessary to reflect the current realities and to support the sector priorities in the five year plan period.

3.1.3 Situational Analysis

Social development sector is the backbone of any country and determines the progress and the livelihood of the citizens. All the other sectors of the development plan will only work well and realize their goals when this sector is strengthened as it is the foundation of the society and the state in general: education sub sector gives the skills and knowledge, through human capital development, to the people of Puntland; the health sub sector ensures that the population is healthy and productive; women constitute over 50% of the population implying that their inclusion and empowerment brings on board over half of the population in economic and social progress; while youth who constitute an estimated 70% of the population is the real engine for current and future progress. The following subsections provides a brief of each subsector in terms of policy, key achievements, challenges and constraints, lessons learned and a SWOT analysis.

3.2 EDUCATION SUBSECTOR

3.2.1 Introduction

The Education subsector is made up of six sections: Early Childhood Education (ECE); Primary Education; Alternative Basic Education (ABE) and Non-Formal Education (NFE); Secondary Education; Technical and Vocational Education and Training (TVET); and Higher Education. There are a number of issues that cut across the entire education sub sector such as gender mainstreaming and empowerment; youth empowerment and participation in economic activities and skills acquisition in TVET and universities; and IDPs and inclusive education (education for all). The subsector contributes in building the foundations for knowledge and skills as well as the literacy of society.

The education sub-sector is guided by six (6) principles:

- **Access:** this is defined as the ability of every learner to have equal opportunity to access education regardless of their social class, age, gender, race, ethnic background or disability.
- **Equity:** this is defined as the ability of the education system to accord every participant a fair and just service provision and opportunity. All learners should be accorded an equal chance to have a good education, participate in sporting activities as well as be involved in cultural activities within the education system.

Quality: this is defined as the level of achievement within the education system, understanding of culture, and cohesiveness within the society. It is the fundamental foundation for learning through professional and technical knowledge, cultural functionalities and skills interplay.

- **Relevancy:** this principle holds that the education system must be meaningful, recognized and applicable in a learner's life.
- **Efficiency:** this principle holds that the system should make maximum utilization of resources including human, financial and material at all levels of education system, timely and quality service delivery, effective communication, coordinated decision-making and excellence in management.
- **Sustainability:** this is the prudent use of available resources, to ensure balanced and continual development in the system upholding transparency, responsibility and accountability at all levels.

The education subsector has set the following four key priorities for the five year period 2020-2024:

- Increase access to and equity in education opportunities;
- Improve the quality of education and learning outcomes;
- Enhance efficiency of the education system; and
- Strengthen education systems and administration;

3.2.2 Policy Context for Education Subsector

The education sub sector is guided by the following policies and regulations:

- Puntland Education policy paper;
- Puntland Education Act, revised 2016; and
- Higher Education Act, 2017 among others.

The education subsector had developed the Education Sector Strategic Plan (2017-2021) to guide it in the five year period. This sector plan will need to be revised and aligned with the FYPDP 2020-2024 and the relevant pillar in the Somali National Development Plan 2020-2024. The lead institution for this subsector is the Ministry of Education and Higher Education.

3.2.3 Key Achievements in education subsector

The education subsector realized a number of achievements during the last (RPDP2017-2019) plan period:

- Number of secondary schools increased from 96 to 112;
- Enrolment in secondary schools increased by 30.5%;
- The gross enrollment (GER) for secondary schools grew by 3.2%;
- Primary school enrollment grew by 20.6%;
- Gross enrollment (GER) for primary schools grew by 5.5%;
- The number of children with disabilities enrolled increased by 0.2%;
- Teacher population increased by 11.5%; and
- Number of primary schools increased by 0.8%

The FYPDP 2020-2024 will build on these achievements in education, which also form an important baseline, to drive the identified priorities.

3.2.4 Challenges and Constraints for Education Subsector

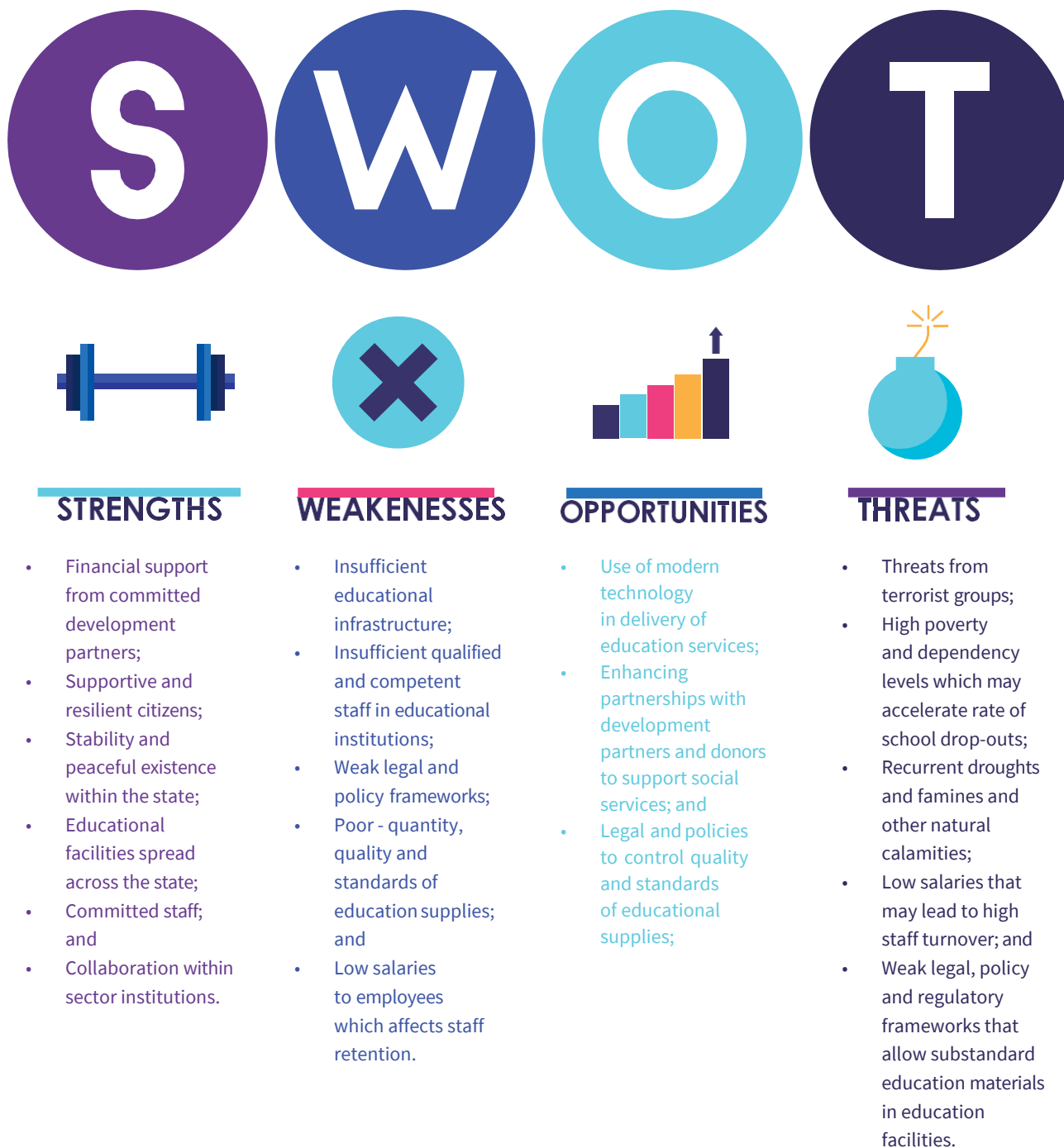
The sub-sector faces the following challenges and constraints among others:

- Low literacy levels, significantly low among women;
- Low enrolment for both primary and secondary levels of education;
- Low survival rates for primary schools;
- Girls' education indicators are far lower than boys;
- High unemployment rates but with limited market oriented skills;
- Low levels of teacher qualifications;
- Low levels of regulation and standards;
- Under-developed Education Management Information Systems (EMIS);
- Limited education infrastructure and capacity for service delivery;
- Limited budget allocation currently at 8% while internationally recommended threshold for education is between 15% - 20% of total government budget;
- Inadequate teaching and learning resources such as classrooms, libraries and laboratories and teaching/ learning aids;

- High cost of education in terms of school fees to households (relative to household income);
- Limited access and provision of education in the hard-to-reach areas of Puntland and among pastoralist communities and Internally Displaced Persons (IDPs); and
- The withdrawal of Ministry of Education and Higher education staff incentives under the donor (EU) funded project which has negatively impacted staff moral and retention.

3.2.5 SWOT Analysis for Education Subsector

The analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT) for the education subsector is shown below:



3.3 HEALTH SUBSECTOR

3.3.1 Introduction

Puntland has, with the support of international community, donors and private sector (investors) made significant gains in setting the architecture for a robust future health care system and viable policy and strategy framework. Puntland Health Policy for instance aims to improve access to quality crucial health services through reduction of maternal mortalities - maternal, neonatal as well as children, reducing under-nutrition rates, and managing and controlling prevalent communicable and non-communicable diseases. The policy targets at ensuring availability of essential drugs, vaccines and other medical supplies for the population and at the lowest possible costs. The same policy also aims at improving the general health of the citizens by dealing with social determinants of health at the same time integrating the perspectives into the development framework. The subsector is however faced with a constrained workforce in the priority needs in terms of numbers, capacity and distribution across health facilities and areas in the State.

The health subsector targets to achieve its mission and vision by enhancing essential and basic health and nutrition services (EPHS), overcoming the challenges of human resources for health through acquisition, training and development, improving governance and leadership of the health system, enhancing the access to essential medicines and technologies, facilitating the functioning of the health information system (HMIS), increasing health financing for progress towards Universal Health Coverage, improving health sector physical infrastructure, enhancing health emergency preparedness and response and promoting action on social determinants of health in all policies.

3.3.2 Policy Context for health subsector

The policy and legal frameworks for health subsector development is aligned with the State level (Puntland) development Planning frameworks, Somali National Development Plan pillar 4 and the continental and global agenda on health such as goal 7 and 10. The following are some of the specific policies for the subsector:

- Puntland Health Act (Law No. 6);
- Puntland Health Policy Framework;
- Puntland MoH Health Financing Policy (2016);
- Puntland National Drug Policy; and
- Hygiene and Sanitation Policy among others.

3.3.3 Key Achievements for health subsector

The sub-sector has made some notable achievements in the past such as:

- Development of health infrastructure through construction and rehabilitation of health facilities;
- Investment in health infrastructure development through collaboration with key partners such as Germany government to increase availability of urban and semi-urban health facilities;
- Establishing Drug Regulatory Authority to regulate the quality of drugs in both public and private health facilities; and
- Introduction of District Health Information System 2 (DHIS2) and investment in skill development that have led to improvement in data collection, analysis and utilization.

This development plan builds on these achievements as it aims at delivering the health priorities in the next five years

3.3.4 Challenges in health subsector

The health subsector faces myriad challenges and constraints that include the following:

- Health and nutrition service gap is still substantial with a significant part of the population still without access to basic health service such as those in rural area, internally displaced persons and the urban poor;
- Limited quality assurance standards, weak patient safety and infection control norms;
- Limited health infrastructure and insufficient maintenance of existing facilities;
- Painfully slow transition from humanitarian to development. Recurring droughts have exacerbated the situation by displacing significant number of population, fuelling rural-urban migration and putting pressure on an already limited and inadequate health services infrastructure and capacity;

- Lack of investment in mental health care to provide a comprehensive and integrated care in promotion, prevention and treatment of persons suffering from mental health disorders and disability;
- Lack of standardized Information, Education and Communication (IEC) /Job aid materials at facility and community levels;
- Low utilization of available health services despite improvement, use of service remain a huge concern in areas including family planning and EPI; and
- Inadequate funding for supply chain management with most supplies still based on push system for all levels in addition to insufficient storage and cooling systems at all levels.

3.3.5 SWOT Analysis for Health Subsector

A synthesis of the current situation in the health subsector has been carried out using the SWOT analysis tool as depicted below:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Well established network of health facilities at all 4 service delivery levels covering 60% of the State with EPHS services being delivered at 70% of all facilities in EPHS regions/districts; • EPHS coordination and management aligned with decentralization processes in 6 districts; • Improved and increased capacity of MOH at central level to manage service delivery during HSSP II; and • Increased accuracy and efficiency of HMIS to assure validity of data under HSSP I; 	<ul style="list-style-type: none"> • Hospitals are in acute situation due to inadequate resources, infrastructure and supplies to meet increasing demand for services at all levels; • Low investment on community health education; • Inability to currently offer Universal Access to all EPHS components due to lack of resource; • Lack of updated standard guidelines and protocols at health facility level; • Lack of sufficient job aids and IEC materials for health workers; • Poor coverage of H&N services at community level; • Lack of pre-service training (curriculum not updated) for preventive services; • Weak supportive supervision systems; • Insufficient mid-level and technicians (pharmacy, lab, x-ray) staff at all facility levels; • Lack of Continuous Professional Development Programme (CPDP) for health staff; • Majority of facility-based health personnel concentrated in urban areas; • Retention of staff is very low (high turn-over); • Low awareness on HIV/Aids and lack of testing kits may lead to the spread of the disease in the State; • Lack of coherent policy on mental health care; • Limited integration of mental health care with the general health care; • Limited investment in training of mental health care specialists; • Limited health data base system; and • Limited access to postgraduate/continuing professional development for medical staff.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Commitment from donors towards various programs and initiatives in health; • Increased community ownership and awareness on health issues and potential community and diaspora contribution to the Health sub-sector; • Strong institutions and good coordination systems existing within the subsector; • New cadres of health professionals entering service and other cohort graduating in the next 2-5 years; • Updating standard guideline/protocols, IEC materials/Job aids for integrated management of acute malnutrition; and • Private pharmaceutical and medical companies; 	<ul style="list-style-type: none"> • Recurrence of emergencies (droughts and security related) and continued environmental crisis; • Continued donor dependency; • Gaps in service provision by implementers; • Unpredictable and non-aligned funding; • High prevalence of counterfeit medicines and drugs; • Un-regulated private sector in health services; • Lack/weak of drug regulatory system/Quality Assurance systems; • Regular stock-outs or overstocks reported for all medicines and supplies; • Limited public and donor funding for health services; • Lack of private sector regulation or accreditation of health professionals and training institutes in order to assure training quality standards; and • High staff turnover (lack of staff retention) and lack of incentives.

3.4 WOMEN AND SOCIAL AFFAIRS SUBSECTOR

3.4.1 Introduction

Women bear an unequal brunt of the hardships caused by conflict, poverty, disasters, droughts, environmental degradation and the absence or very weak social services. The clan-based culture in Somalia promotes strict male hierarchy and authority and limits the role and status of women in society. This disadvantages women by excluding them and other vulnerable groups from formal decision making and asset ownership.

As a result, deeply rooted gender inequality prevails; Somali women are either excluded from formal decision making and asset ownership or operate through a patriarchal filter. Somalia has exceptionally high rates of maternal mortality, rape, cases of female genital mutilation, violence against women and child marriages. Women's access to justice is restricted both within the formal, clan-based, and sharia- based judicial systems. This is also compounded by women's low participation in politics and decision- making spheres.

Women and Social Affairs play a critical role in the Social Development Sector in Puntland. The Ministry of Women Development and Social Affairs is the lead institution in this subsector. It is involved in the development, lobbying and establishment of a clear vision and framework for gender mainstreaming across laws, policies, procedures, and practices which serves to ensure equal rights and opportunities for women and men in all spheres and structures of government, as well as in the workplace, the community, and the family. The Ministry focuses on creating an enabling environment for translating government commitment to gender equality into reality; developing policies, programs, and mechanisms to empower women and transform gender relations in all aspects of work and at all levels of government; ensuring that gender considerations are effectively integrated in all aspects of government policies and programs; establishing an institutional framework for the advancement of the status of women and the achievement of gender equality; and advocating for the promotion of new attitudes values and behavior and a culture of

respect for women's rights as human rights in line with the policy.

The Ministry is also focused primarily on ending Female Genital Mutilation (FGM) and Gender-Based Violence, enhancing access to Justice for women who encounters any ill in the society, facilitating access to education services for the women and girl child, enhancing food security and livelihood for the sake of the entire family as well as enhancing the participation of women in all spheres of public life including in the political space.

3.4.2 Policy Context for Women and Social Affairs Subsector

The policy and legal framework in the subsector support the general aspirations in the State development planning frameworks, Somalia National Development Plan and the continental agenda goals and global sustainable development goals. Specific policies for this subsector include:

- Female Genital Mutilation (FGM) Policy;
- Alternative Care Policy for Children;
- Puntland Plan of Action for Children;
- Women Empowerment Policy and the Gender responsive guidelines; and
- Monitoring and Evaluation Policy among others.

3.4.3 Key Achievements in Women and Social Affairs Subsector

This subsector has in the past recorded a number of achievements as hereunder:

- A Gender Unit at the Office of the Human Rights Defender (OHRD) operating as institutional conduit for women's engagement in security has been established though not sufficiently funded;
- Regular meetings of OHRD, Ministry of Security, MoWDafa and women's groups to enhance and push for women and family affairs;
- Participation of MoWDafa and women's organizations in security sector consultative meetings and also increasing the number of women in police force;
- Clearer and more systematic planning and reporting on women's security issues;
- Enhanced gender parity in schools with more girls attending school at primary, secondary, TVET and even in the University; and
- Enhanced facilitation of health services for women with a target of reducing infant mortality rates as well as us mortalities related to child bearing for mothers.

3.4.4 Challenges and Constraints for Women and Social Affairs Subsector

The health subsector is confronted by a number of challenges and constraints that hinder its ability to realize its goals as hereunder:

- Limited funding for programs that are special for women matters;
- Very few women participate in decision making in most sectors and levels of government and in private sector institutions;
- Legal challenges for women when they present their cases in courts due to lack of adequate support and legal aid;
- Limited awareness of women matters among the populace as well as insufficient medical attention for Sexually Transmitted Infections (STI) including HIV/AIDS;
- Lack of testing kits for the STIs make the situation tenuous for women in Puntland;
- High rates of maternal mortality, rape, cases of female genital mutilation, violence against women and child marriage;
- Women's access to justice is restricted both within the formal, clan-based, and sharia-based judicial systems; and
- Women face limited access to economic resources and assets. This is compounded by women's low participation in politics and decision-making spheres.

The situation that currently prevails in this subsector is summarized using the SWOT analysis tool as hereunder:

3.4.5 SWOT Analysis for Women and Social Affairs Subsector



STRENGTHS

- Relative peaceful coexistence in the State among various communities;
- Policies and regulations for women and gender issues developed;
- Supportive government in place interested in supporting women participation in the civil service and in decision making positions; and
- Availability of the strategic plan for the Ministry which provide the road map for the implementation of the programs.



WEAKNESSES

- Low levels of advocacy for women rights and activities;
- Lack of sufficient financial support for women matters;
- Limited implementation of policies on gender issues;
- Early marriages threatening gender parity in the education system;
- Limited technical capacity among civil servants in the Ministry and other subsector institutions; and
- Low literacy levels.



OPPORTUNITIES

- Receptive and supportive government;
- The existence in Puntland of Ministry of Women Development and Family Affairs that advance issues of women in the State;
- Donor support for women affairs is available;
- Gender mainstreaming in the Social Development sector; and
- Development and implementation of relevant policies for the advancement of women affairs;



THREATS

- Unstable security situation;
- Lack of internally generated finances;
- Cultural dynamics which threatens the work of women within the State;
- Female Genital Mutilation and Gender Based Violence;
- Early marriages among young school going girls;
- Exclusion of women in peace building efforts and processes; and
- Illegal weapons and guns in the hands of citizens

3.4.6 Lessons learned in Women and Social Affairs Subsector

- Increased women participation in politics and decision making has a positive bearing on the advancement of women and family affairs and on matters of development and reconstruction from whichever region or sector the women are found;
- Institutionalizing compulsory quotas for women in political participation entrenches women position in decision making processes which is likely to strengthen the realization of women empowerment;
- Increased coordination among ministries and other government institutions leads to improved safety, respect and dignity for women; and
- Limited funding for women programs delays the realization of important objectives and may also negate what was achieved in the preceding years, so it is essential that government and donor funding for women programs is increased and sustained.

3.5 YOUTH AND SPORTS SUBSECTOR

3.5.1 Introduction

According to the Youth Policy (2018-2022), 39.6% of the population in Puntland consists of youth aged between 15 and 35 years. Over 70% of this same category of population are mostly not in gainful employment and are dependent on their families for their basic needs. This strains the resources and at the same time their energies, skills and knowledge are not utilized to advance the economy of the State. Youth in Puntland face various obstacles, such as social exclusions in decision making processes and lack of empowerment. Such problems have affected their participation in State development and progress, increased poverty among the young people, social inequalities and gender discrimination and have caused widespread unemployment. Youth exclusion is a form of structural violence and a violation of human rights and freedoms and is also a suppression of human development. The youth provides massive pressure on the government to give them employment since the alternative sources of employment or income such as

entrepreneurship and the private sector have yet to be advanced and supported effectively.

The Ministry of Labor, Youth and Sports is the lead institution for the subsector as it is charged with the responsibility of the administration of Puntland Labor Laws for the development, coordination and implementation of State policy on labor, professional qualifications, income and living standards, industrial relations, health and safety at work, social security and social assistance and the implementing of policies and laws for State youth and sports development. The Ministry is also charged with establishment and management of stadia, recreational facilities as well as enhancement of cultural sports and events. Enhancement of youth employment is a key issue and the subsector institutions work closely with development partners and the private sector to create employment opportunities for the youth.

3.5.2 Policy Context for Youth and Sports Subsector

The policy and legal framework for the subsector is anchored and aligned with Puntland State level development planning framework, Somalia National Development Planning frameworks on youth and sports, the continental aspirations under Agenda 2063 and the global Sustainable Development Goals (SDGs). The Youth policy is implemented through the Ministry of Labor, Youth and Sports.

3.5.3 Key Achievements in Youth and Sports Subsector

This Youth and Sports subsector has recorded a number of achievements in the past as hereunder:

- The construction of recreational centers and rehabilitation of old sports stadia;
- The process to develop the Sports Policy has commenced and is underway; and
- Increased youth employment after skills training for both male and female, in the main towns of the Puntland.

3.5.4 Challenges and Constraints for the Youth and Sports Subsector

There are many challenges facing the subsector including the following;

- More than 70% of the youth are unemployed and this poses security challenges, increases dependency and results in loss of youthful energy

that would have been directed towards the economy;

- The idle youth easily fall into crime, recruitment into terrorist groups and drug and substance abuse such as Khat;
- There are limited opportunities for university education due to poverty and lack of scholarships resulting in illegal immigration;
- Limited public and donor funding for youth employment opportunities initiatives;
- Lack of technical capacity in sports management;
- Lack of affiliation to the international sports associations and organizations;
- Lack of implementation of the sports policy in the State;
- Limited financial support from both government and the development partners; and
- Gender inequality in sports management where women are under-represented.

The status of the youth and sports subsector is shown in the SWOT analysis below:

3.5.5 SWOT Analysis for Youth and Sports Subsector

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Top management committed to achieving results and attaining excellence; • Well- established institutional frameworks; • Trained, experienced, multidisciplinary, skilled staff; • Availability of resource centers for capacity development such as Institute of Public Administration and Management- IPAM; • Existing laws and regulations; • Substantial utilization of digital tools; • High number of young people to develop sports in the state; • Strong established partnerships with stakeholders; and • Donor support is available 	<ul style="list-style-type: none"> • Weak collaboration and inadequate teamwork; • Weak internal and external communication mechanisms; • Lack of a leadership in youth programs; • Inadequate records and data management systems; • Lack of an updated skills inventory for all staff; • Weak monitoring and evaluation systems; • Insufficient legal framework for planning; • Insufficient and inadequate sports coaching; • Lack of clearly defined sporting seasons and poor coordination of facility use leading to conflicts; and • In schools, there is a general focus on competitive sport rather than physical education (PE) and there is insufficient time dedicated to the subject

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Potential for sports growth; • ICT capacity development by the government and rapid technological advancement; • Goodwill from international development partners and stakeholders; • A growing and promising economy; • Existing political goodwill which can be exploited to develop the subsector; • Strengthened institutions of corporate governance; • A high vibrant youth population with potential for productivity; • Availability of devolved structures of government; • Citizen goodwill in achieving the subsector's objectives; and • Benchmarking on the best practices and initiating reforms in the subsector; • 	<ul style="list-style-type: none"> • High turnover of skilled staff; • Perceived negative image of civil service; • Lack of cohesive linkages with regional and International professional and corporate bodies; • A rapidly evolving political environment; • Terrorism, militia and insecurity; • Salary and fringe benefits disparities/differences across civil service; • Sports attitude of some parents and teachers is counter-productive; • The continued declining economic situation is a threat to funding and development of sports sector in the State; • Lack of capacity in a number of sports areas including administration, structure, human resources, facilities and strategic development; and • Minimal donor support for the sports development.

3.6 HUMANITARIAN AND SOCIAL WELFARE SUBSECTOR

3.6.1 Introduction

The Humanitarian and Social Welfare subsector is tasked with providing humanitarian and relief support to the communities affected by disasters and other crises and also to act as the focal point for early warning, coordination and facilitation of humanitarian interventions and actions. The subsector is comprised of two specialized government institutions which are HADMA and PSWA as well as other departments and partners.

3.6.2 Policy Context for Humanitarian and Social Welfare Subsector

The Humanitarian and Social Welfare subsector planning frameworks are aligned and anchored with Puntland State Development Planning frameworks, Somalia National Development Plan pillar 4 and the continental (agenda 2063) and global Sustainable Goals (SDGs).

3.6.3 Key Achievements for Humanitarian and Social Welfare Subsector

This subsector has recorded a number of successes in the past as listed below:

- It has coordinated many humanitarian interventions during the last drought(s) by bringing together many humanitarian actors and facilitating the distribution of relief aid to affected communities; and
- It has supported the collection and analysis of information on humanitarian situation in Puntland

regions and shared it with all concerned parties including development partners and other government departments.

3.6.4 Challenges and Constraints for Humanitarian and Social Welfare Subsector

There are many challenges and constraints that face the Humanitarian and Social Welfare subsector including the following;

- Limited institutional capacity - physical facilities and trained staff;
- Lack of presence in the different parts of the Puntland;
- Limited capacity to generate and deliver early warnings to vulnerable communities, essential government organs, potential donors and other humanitarian actors;
- Very low government funding for humanitarian and welfare interventions;
- Donor funding and response delays during humanitarian emergencies/crisis;
- Climate change effects: recurrent droughts, tropical storms and cyclones;
- Increased poverty due to loss of livelihoods and destruction of assets by drought, locusts and other shocks;
- Destruction of infrastructure during floods;
- Disease outbreaks; and
- Weak coordination among humanitarian agencies and HADMA due to parallel/conflicting and confusing mandates and mechanisms with other government ministries.

The current status of the subsector is further explained through the SWOT analysis below

3.6.5 SWOT ANALYSIS for Humanitarian and Social Welfare

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Government recognition and committed management; • Growing institutional framework and capacity; • Use of modern technology to strengthen the early warning systems for disaster management and preparedness; • Trained and experienced staff; • Existing strategies for interventions; • Strong established partnerships with stakeholders and development partners; and • Donor support is increasing. 	<ul style="list-style-type: none"> • Weak early warning system; • Weak preparedness for disaster response and management; • Weak coordination due to parallel mechanism and divided mandate for humanitarian responsibility; • Lack of presence in some regions of Puntland for information gathering and community engagement; • Lack of resources for interventions; and • Lack of transportation capacity for staff.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Leveraging on existing political goodwill, support and recognition by state leadership to strengthen the subsector to deliver desired results; • Exploiting the existing goodwill from international development partners and stakeholders; • Community adaptation coping capacities growing and strengthening; and • Growing of devolved government structures for humanitarian and disaster management. • 	<ul style="list-style-type: none"> • Continued limited funding for organizational operations; • Climate change and recurrent droughts that may lead to increased humanitarian crises; • Increased threats of desert locusts invasion due to changing climatic conditions; • Worsening economic conditions in the state leading to the loss of livelihoods for large number of people;

3.6.6 Lessons Learned in the Humanitarian and Social Welfare Subsector

Humanitarian response and coordination remain poor while there is conflicting mandates between various government departments;

- Rural communities have developed coping mechanisms including charcoal burning that is destructive to the environment and will lead to increased loss of livelihoods, soil erosion and degradation and loss of pastures leading to possible resource based conflicts;
- Communities support each other during emergencies more than they receive support from humanitarian actors;
- Without robust early warning system, the State will not be able to detect the disasters and plan for immediate and comprehensive response;
- Climate change is an international phenomena and Somalia is one of the countries severally affected; and
- Disaster preparedness and humanitarian response are becoming more important and a necessity due to the more frequent and recurrent droughts and other natural calamities.

3.7 SOCIAL DEVELOPMENT SECTOR PRIORITIES

The social sector has articulated twelve priorities for the five year period 2020-2024. These priorities and their alignment with the national, continental and global commitments and aspirations are shown in the table below:

No.	Priority	Somalia National Development Plan -9, 2020-2024	African Union Agenda 2063	United Nations Sustainable Development Goals (SDGs) 2030
1	Access and equity in Education at all levels	Pillar 4	Goal 2	SDG 4
2	Improved efficiency, quality and standards of education	Pillar 4	Goal 2	SDG 4
3	Strengthened Education Systems and Administration	Pillar 4	Goal 12	SDG 16
4	Access to health care services (general and mental health care)	Pillar 4	Goal 3	SDG 3
5	Enhanced quality and standards of medical services and drugs	Pillar 4	Goal 3	SDG 3
6	Improved Access to Mental Health Care	Pillar 4	Goal 3	SDG 3
7	Gender mainstreaming in policy processes enhanced	Pillar 4	Goal 17	SDG 5
8	Environmental conservation mechanisms promoted	Pillar 4	Goal 7	SDG 6,7,13 and 15
9	Enhanced Youth employment and empowerment and Sports enhanced	Pillar 4	Goal 18	SDG 4 and 5
10	Improved Social welfare for the vulnerable groups	Pillar 4	Goal 18	SDG 4 and 5
11	Improved capacity for the Puntland Civil Service Commission	Pillar 4	Goal 12	SDG 16

12	Improved institutional capacity for the Puntland Aids Commission	Pillar 4	Goal 12	SDG 16
13	Enhanced Capacity for Disaster Management	Pillar 4	Goal 7	SDG 6,7,13 and 15

In order to achieve the above 12 social development sector priorities the sector has come up with the following expected outcomes:

Outcome 1: Improved access to and equity in education at all levels

Improved access to and equity in education to all people of Puntland will be achieved through expansion of formal education facilities, increasing enrollment at all levels, increasing number of teaching staff at all levels especially female teachers, and enhancing the transition rates for all genders through female friendly spaces in schools. The sector will give specific focus to access to education including early childhood education to children from vulnerable communities and groups. Other actions to achieve this outcome will be through increased girl-child education enrollment and retention, building libraries and laboratories in schools and building and operationalizing special schools for the deaf and blind to ensure inclusion of this vulnerable group.

Outcome 2: Improved efficiency, quality and standards of education

This outcome focuses on improving the quality and standards of education and efficiency in education delivery in institutions at all levels in Puntland during the five year period. This will be achieved through enhancing teachers' education and training, improved supervision of schools and teachers, enhancing examination and certification systems and reducing the rate of school drop-out at all levels.

Outcome 3: Strengthened Systems and Administration

This outcome aims at strengthening education systems and administration as an enabler for attaining the subsector goals on education. This will be achieved through strengthening and standardizing the Education Management Information System, improving the capacity of ministry staff, strengthening financial management systems for effective resource mobilization and utilization, enhancing coordination of Ministry stakeholders and developing and implementing necessary policy and legal frameworks for the sector.

Outcome 4: Improved access to health care services

This outcome focuses on improving access to general health care services in Puntland. In order to achieve this goal the subsector will seek to enhance financing and budgeting in the health, enhance health care education for public health and secondary health care services providers, improve the physical infrastructure such as buildings in health care institutions, hire qualified and competent employees in the health subsector and training all employees, both management and health workers on human rights in health care services. The outcome will also involve continuous training of medical and health personnel, especially women, and developing and enhancing the referral system and the health management information systems. The health subsector will also need to increase primary health care services in rural areas and remote and hard to reach areas of Puntland.

Outcome 5: Enhanced quality and standards of medical services and drugs

This outcome seeks to enhance the quality and standards of medical services and drugs through regulation and registration of medical practitioners, inspection and facilitation of quality and safe medicine, putting in place medical waste disposal and management systems, enhancing research and development and improving the capacity for testing and care for HIV/Aids patients

Outcome 6: Improved access to mental health care

This outcome focuses on improving mental health care provision as a priority in the health care system by reviewing Puntland health care policy to amplify mental health care; developing a Puntland mental health strategy aligned with Somali national mental health strategy and bench marked with WHO global mental health care strategy and threshold; increasing the budget allocation for mental health care to be equitable with other health care provisions; improving human resources in mental health care through recruitment; and training and strengthening mental health care provision through a robust information system for evaluation and monitoring.

Outcome 7: Gender mainstreaming in policy processes enhanced

The sixth outcome of the social development sector aims at enhancing gender mainstreaming through policy by implementing necessary legislation, policies and strategies for women, children and minorities, enhancing the technical and business knowledge of women, establishing a fund for women entrepreneurs and enhancing civil awareness of the negative effects of Female Genital mutilation (FGM) and Gender Based Violence (GBV)

Outcome 8: Human Resource Capacity enhanced

This outcome intends to progressively enhance the capacity and the capability of the Puntland human capital through essential reforms, civil servant registrations, capacity building and most importantly human resource framework is improved. It also aims to finalize the review of the pension act

Outcome 9: Youth employment and empowerment enhanced

This outcome is targeted at enhancing the employment and empowerment of youth through improving relevant technical training for youth, establishing an employment bureau and internship programs, enhancing sports and cultural facilities for youth, operationalizing the Youth Development Fund, promoting civic education on human rights, peace and stability for youth and developing and operationalizing of the sports policy. Other measures include facilitating youth led initiatives to promote employment, entrepreneurship and productivity and facilitating creation of employment opportunities for the youth.

Outcome 10: Institutional Capacity of Ministry of Labor, Youth & Sports Enhanced

Precisely, this outcome relates the improvement of the ministry of labor capacity through the construction of the HQ office and the establishment of regional sub-offices.

Outcome 11: Improved Social welfare for the vulnerable groups

This outcome aims at improving the social welfare for vulnerable groups through enhancing the organizational and human resource capacity of the social welfare agency (PSWA), improving and streamlining the social welfare services at regional and district levels, implementing affirmative action for orphans, persons living with disabilities (PLWDS), internally displaced persons (IDPs) and minority ethnicities. Finally the sector will seek to enhance the financial support for these vulnerable groups.

Outcome 12: Improved capacity for the Puntland Civil Service Commission

This outcome focuses attention on improving the capacity of the civil service commission, the institution in charge of recruitment, selection and placement of civil servants in Puntland to deliver on its mandate. This will be realized through improving the offices and facilities of the commission, streamlining and standardizing the operations of the commission, enhancing the performance management systems for the civil service, developing a human resource database management system and providing a pension package for retiring civil servants.

Outcome 13: Improved institutional capacity for the Puntland Aids Commission

This outcome focuses on improvement of the capacity of Puntland Aids Commission a key institution in the Social Development Sector through expanding public awareness on HIV and AIDS, enhancing social supports systems for people living with HIV/AIDS (PLWHA), improving the technical and human resource capacity of the institution and improving the physical infrastructure and facilities of the commission.

Outcome 14: Enhanced Capacity for Disaster Management

This outcome focuses on enhancing capacity for disaster management through enhancing operational capacity for disaster response and restoration, enhancing systems for early warning and disaster detection, improving the technical and human resource capacity for disaster management and improving the physical infrastructure and facilities for HADMA.

3.8 SOCIAL DEVELOPMENT SECTOR STRATEGIC FRAMEWORK

The Social Development Sector Strategic Framework is articulated through the fundamental statements of Vision, Mission, Values and Strategic Objectives as here below.

Vision

To create a caring and integrated system of social services that facilitates human development and improves the quality of life.

Mission

To ensure the provision of comprehensive, integrated, sustainable and high-quality social services to help reduce vulnerability, social exclusion, unemployment, gender disparities, illiteracy and preventable diseases, and to create an enabling environment for sustainable development in partnership with those committed to building a caring society.

Values

The values for the social sector are as follows: Gender equality, Integrated and Holistic Development; Cohesion, Cooperation, and Partnership; Accountability and Transparency.

Strategic Objective

The strategic objective of the social development sector for the five year period 2020-2024 is to improve access to and improvement of quality and standards of education and health, gender mainstreaming in policies and processes of social sector institutions, enhancing environmental conservation and resilience, youth employment and empowerment, improvement of social welfare services for vulnerable groups, enhancing capacity for disaster management and improvement of the human and infrastructural capacity of institutions in the sector.

3.9 CROSS-CUTTING ISSUES

The Social Development Sector does not operate in isolation. There are other sectors of the economy interdependent with the social sector. The sectors cuts across many sectors including the extension of focused services to women and children at all levels of the social service sector (health, education, social welfare, employment creation and empowerment). It also includes improving youth inclusion and engagement at all levels of social service development. It also focuses on increasing focused provision and delivery of social services to IDPs, most vulnerable and marginalized groups. There is need to also build and strengthen resilience and coping mechanisms of at risk and affected communities of natural and manmade disasters (floods, famine, drought, poverty, food insecurity and other social parameters). All the civil servants in Puntland require capacity building and development at all levels of social service development and provision.

3.10 ROLE OF STAKEHOLDERS

Stakeholders in the Social Development Sector are individuals, groups, organizations and institutions that have an interest in the sector or are impacted on by the sector's activities. An analysis of the stakeholders has been undertaken to clearly outline their roles or functions, their expectations from the sector; what the sector should do to meet their expectations and what the stakeholders should do to assist the sector realize its objectives in the five year plan period. The sector's linkage with its stakeholders is summarized below:

No.	Stakeholder	Role
1.	International Development Partners	Expected to provide financial and technical support in the various programs, projects and activities for the next five years.
2.	International Non-Governmental Organizations, Local Non-Government Organizations, and Community Base Organization	Expected to align their programmes, projects and activities in the social development space with the Social Development Sector priorities.
3.	Ministry of Education and Higher Education	<ul style="list-style-type: none"> • Expect to develop well defined education subsector policies and strategies that are aligned with the aspirations and goals articulated in the Social Sector development plan and Social subsector' strategic plan; • Ensure that locally owned curricula is developed and made available to all education institutions; • Coordinate the activities of all educations actors and ensure that national and state policies are implemented; and • Ensure that all projects implemented in Puntland in the period 2020-2024 are in line with the FYPDP.
4.	Ministry of Health	<ul style="list-style-type: none"> • Policy and strategies development for health subsector for health service delivery and improvement; • Coordination and cooperation with partners in the health sector; • Regulation of the health sector and quality assurance; • Ensure poor and rural communities have access to primary health care; and • Lead and coordinate response during health emergencies.
5.	Ministry of Labor, Youth & Sports (MoLYS)	<ul style="list-style-type: none"> • Ensure that concise policies and regulations are in place for the empowerment of youth and sports • development and disseminate the same to all stakeholders; • Ensure active youth participation in all youth focused programs; and • Ensure the development and maintenance of sports and recreational facilities as well as periodical sports tournaments at many levels.
6.	Ministry of Women & Family Affairs (MoWDAFA)	<ul style="list-style-type: none"> • Lead policy setting for the empowerment of women and follow up implementation of those polices; • Advocate for active participation in politics and decisions making; • Develop and lead women employment and economic empowerment scheme; and • Coordinate with partners and local organizations in matters related to women and family affairs.

7.	Humanitarian and Disaster Management Agency (HADMA)	<ul style="list-style-type: none"> • Setting policies, strategies and knowledge base for effective humanitarian and disaster management; • Collect information on existing and impending humanitarian crises and share the same with all concerned parties; • Develop and put in place an early warning systems; • Coordinate and facilitate all interventions related to humanitarian and disaster management; • Conduct vulnerability mapping at district level and share with all concerned parties; and • Cascade reliance and preparedness knowledge to district level.
8.	Puntland Aids Commission (PAC)	<ul style="list-style-type: none"> • Policy setting, coordination and cooperation with MoH and other partners; • Social engagement for awareness rising; and • Support PLWHA and fight against stigma.
9.	Puntland Social Welfare Agency (PSWA)	<ul style="list-style-type: none"> • Policy setting and development of strategies for social safety nets; • Collect information of social wellbeing issues and advocate for suitable interventions to support the vulnerable sections of the communities; and • Develop and implement social welfare programs.
10.	Public Civil Service Commission (PCSC)	<ul style="list-style-type: none"> • Development of merit based recruitment procedures and performance management systems of the civil service; • Providing guidelines for the supervision, performance appraisal, promotions and terminations of contracts; • Proposing any reform activity deemed necessary to upgrade the civil service benefits and disciplinary procedures; • Providing arbitration in collaboration with Ministry of Labor in case of labor related grievances; and • Proposing guidelines on appointments, dismissals, promotions and disciplinary procedures.



RULE OF LAW, JUSTICE AND SECURITY





4.1 RULE OF LAW AND JUSTICE SUBSECTOR

4.1.1 Introduction

Promoting democratic governance rooted in the rule of law contributes to long-term, sustainable economic and social development. Puntland recognizes the need for citizens, corporations and the state itself to obey the law, and that the laws are derived from a democratic consensus. In this Five Years Development Plan 2020-2024, it is recognized that a robust rule of law framework is critical in ensuring a stable and secure state where individual human rights are respected and upheld. The plan envisages that the rule of law architecture will continue sustaining political stability with successful power transfer as has been the case since 1998.

A rights based approach to governance in the legal system will provide the people of Puntland access to political, economic – and especially property - as well as socio-cultural rights. Through this, they will be able to leverage existing opportunities in achieving the highest levels of human development. This includes ending hunger, reducing poverty and inequality and improved economic growth and development. The State of Puntland reckons that in order to improve inclusivity- especially for women, youth, differently abled persons as well as marginalized communities, there is need to build and strengthen effective, accountable and inclusive justice institutions. This will increase, not only access to justice, but also ensure a strong and independent judiciary that is professional and well resourced.

4.1.2 Policy Context

Puntland is a Federal Member State (FMS) of the Federal Government of Somalia (FGS) and therefore a valued member of the community of nations which ascribe to the aspirations of African Union agenda 2063 and global United Nations Sustainable Development Goals (SDGs). Therefore, the justice sector priorities in this five year development plan are consistent with SDG 16 in as far as building effective, accountable and inclusive institutions is concerned. Further, goals 11 and 12 of Africa's Agenda 2063 require African countries to entrench democratic values, practices, universal principles of human rights, justice and the rule of law in their governance. The RPDP 2017-2019 made some progress towards furthering both the SDGs and Agenda 2063 but more can be achieved and have been prioritized in the five year plan period 2020-2024.

At national level, the Somalia Government adopted the National Development Plan 2020-2024 which aims at ambitiously reforming the judiciary to ensure secure and improved access to affordable justice and increased public trust and confidence in the judiciary. It aims to ensure the rule of law is enforced, legal aid services are accessed by citizens as well as a strong Alternative Dispute Resolution (ADR) mechanism and improved corrections system. Puntland reiterates its commitment to remain part of the Federal Republic of Somalia under article 10 of its constitution. The FYPDP-3 2020-2024 is also consistent with the Somalia National Development Plan-9.

At State level, the Justice sector in Puntland is anchored in Chapter 4 of the Constitution as implemented by various development plans including but not limited to the Second Puntland Development Plan 2014 -2018 and the Revised Puntland Development Plan 2017-2019. Here, several laws were enacted that aimed at strengthening the Judiciary and other institutions under the rule of law framework. These include; The High Judicial Council, Office of the Human Rights Defender, Office of the Attorney General and First Instance Courts among others.

4.1.3 Situational Analysis

The legislative framework of Puntland is anchored on a unified legal system derived from Customary (xeer) law, Shariah and Formal law. In pre-colonial times, conflicts and disputes were resolved through customary (xeer) law as well as Shariah law. When Somalia became a British protectorate, customary law was used to settle disputes between Somalis while shariah law was invoked on matters to do with family and succession. Common law applied in non-Somali disputes.

The Indian Penal code and civil procedure code were applied in criminal and commercial disputes respectively. Subsequently, the Italians colonized Somalia including Puntland region as we know it today and established Khadhi's courts and allowed application of Shariah and Customary law to some extent. After independence in 1962, the government adopted a unified legal system merging the Italian civil law and Indian Penal code through the Organization of the Judiciary Act. District Courts which had original jurisdiction over customary and shariah law were established. Following a military coup in 1969, the ensuing regime introduced a socialist system of governance. However, the civil war from 1991 destroyed infrastructure such as court houses while experienced and well trained personnel such as judges, lawyers and other court officers fled the country. Subsequently, the country returned to customary and shariah law systems for resolution of disputes.

In August 2012, Somalia adopted a federal system of governance with Puntland as one of its Federal Member States (FMS). Subsequently, the Constitution provided for harmonization of federal and state constitutions regarding rights and powers of each level of government through negotiations.

Currently, the rule of law is provided for by the Constitution which establishes a system of governance based on consultation, equality and social justice in accordance with Islamic Shariah. The Constitution establishes the institutional framework for the justice sector as follows;

- The Judiciary- This is composed of the Courts (Supreme Court, Court of Appeal and First Instance Courts); and the
- Office of the Attorney General- Responsible for all prosecutions within the State of Puntland;

- The Ministry of Justice, Religious Affairs and Rehabilitation- situated within the executive branch, it's tasked with the role of policy formulation, law reform, enforcement of human rights, Prison (custodial services), legal aid and Religious and other affairs;
- Custodial Services- responsible for rehabilitation and reintegration of individuals found to have engaged in criminal offences; and
- Office of the Human Rights Defender- Is an autonomous constitutional office responsible for the protection and promotion of human rights in Puntland.

4.1.4 Main Findings from RPDP 2017-2019

The justice sector recorded an average performance of 52.63% in as far as achieving its expected outcomes for the 2017-2019 development plan period. This figure is just an estimate due to challenges regarding the accuracy of data received from the Ministries, Departments and Agencies (MDAs) as well as the fact that some indicators were not very accurate or SMART as a measure of success for the outputs and the outcomes. There was a mismatch between Outcomes, Outputs and Indicators. However, this is considered a fair assessment of the sector in the circumstances.

Reform of Laws and Policies Applied Outcome was best achieved as compared to other outcomes at 69%. This can be confirmed by various outputs such as laws enacted including but not limited to; Notaries Act, Piracy Act, Juvenile Justice Act, Sexual Offences Act, Disability Policy and Diversion Policy among others. Several successful attempts were also made to improve the Human Rights situation in the State. Over 300 cases of Gender Based Violence (GBV) cases were taken up by the Human Rights Defender while the Prosecutor General prosecuted 90 rape cases and 23 cases of violence against children. The Gender Unit at the Ministry was upgraded to a full department while more women were also employed. The overall performance of this outcome was 67.5%.

Access to Justice Institutions still lags behind in Puntland recording a low of 20.12%. The mobile court system is only available in 5 regions representing 27 districts while only judges have some form of limited security as well as the Prosecutor General and his deputy. There is also mistrust in the justice sector institutions' ability to deliver true justice to victims. Further, the clan elders' role in resolution of disputes, while successful, has continued to undermine formal justice sector institutions' role.

An analysis of individual outputs indicates that some outputs were significantly achieved. It seems, for example, that implementation of a unified legal system consisting of the Customary (Xeer), Shariah and Formal (penal) law in a coordinated way is ongoing successfully. This output recorded a 100% achievement level. Others such as establishment of the Puntland Bar Association seem to have been achieved and sustainability will be important moving forward. Quarterly inspection of courts by the High Judicial Council was also satisfactorily completed for the period (recording 100%) although this is an activity whose continued performance is necessary.

The main challenges for the sector include lack of adequate funding hence inability to retain qualified and experienced staff. There is also significant gender imbalance in the staff working in the justice sector. Further, sustainability of programs and activities remains a threat to those already initiated and interventions targeted at this need to be factored in the next development cycle. In reviewing the RPDP 2017-2019, there was lack of accurate and reliable data on some of the outcomes as measurement of the same was qualitative as opposed to quantitative.

4.1.5 Key achievements

(i) Laws and Policies Reformed

From the review of RPDP 2017-2019 report all the laws that were enacted by the Puntland legislature were aligned with customary (xeer), shariah and formal law. This was important for coherence of the legal system. The Sexual Offences Act and the Juvenile Justice Act were enacted indicating a step forward in securing the rights of Women and Children in the state. While they had set out to restructure and reform 6 judicial institutions, they were successful in 4.

(ii) Access to Justice Enhanced, Prosecutors and Lawyers Professionalized

In the same period, 3 more Districts in Puntland got Alternative Dispute Resolution Centers thus enhancing access to justice for the people. Further, Legal Aid Services were provided to 4 more Districts. The Ministry of Justice Religious Affairs and Rehabilitation (MoJRAR) also provided technical expertise, training and equipment to the Puntland Bar Association as had been envisaged in the plan.

(iii) Human Resource Services Professionalized

- The sector secured 70% funds for training of Judges, Prosecutors, Lawyers and Registrars and a training needs assessment was conducted.
- 70% of the prison staff were trained
- 80% funding and security for High Judicial Council quarterly inspection mechanism were availed and the inspections were conducted.

(iv) Legal Education Improved

- 30 Justice Sector personnel got continuous legal training.
- 43 scholarships were also disbursed to law students.

(v) Human Rights Situation improved

- FGM (amendment) bill was reintroduced after failure to pass through Parliament;
- Funding for human rights awareness was availed and the campaigns were conducted through radio, talk shows and public outreach;
- Mobile courts got 70% of their funding needs and 5 regions had access to them;
- A Diversion Policy for juvenile delinquents was adopted; and
- The Anti-Human Trafficking Act was enacted and implementation is under way.

(vi) Prison Services and Social Rehabilitation Enhanced

- A Women's wing at Garowe main prison was built; and
- All prisons in Puntland received rehabilitation programmes such as vocational training and education.

(vii) Women and Child Rights Advanced

- Over 90 Cases of rape were taken before the Courts by Prosecutors in Puntland; and
- Further 50 cases of violence against women and 23 against children were also prosecuted.

4.1.6 Challenges and Constraints

The main challenges and constraints hindering the achievements of the goals were identified as hereunder:

- Inability to attract and retain qualified permanent staff due to lack of competitive terms and conditions of service;
- Lack of sustainability modules in majority of programs initiated;
- Limited number of professionally trained staff;
- Inadequate number of female staffs;
- Inadequate resources for monitoring and outreach services;
- Inadequate number of ICT technicians;
- Absence of an integrated information sharing framework;
- Inadequate funding to effectively implement its mandate;
- Lack of reliable and accurate data for monitoring and evaluation; and
- Departments did not have very well defined and measurable outputs.

4.1.7 Lessons Learned

- The Influence of traditional elders on resolution of gender based violence cases is significant and denies victims' fairness in as far as real justice is concerned;
- The justice sector lacks experienced and qualified professionals hence need to proactively train existing ones and recruit more to fill the rank and file as judges, technical experts, lawyers etc. There is urgent

- need to build the capacity of the Law School to be able to produce these professionals in the state;
- Most people in Puntland are still not aware of their basic rights leading to low public trust in the justice system. However, civic education and awareness continues to play a key role in building this trust;
- Development Partners such as the UNDP, World Bank and Non-Governmental Organizations are supportive and responsible for successes in the justice sector. Puntland needs to build more strategic partnerships with longer term frameworks;
- There is need to build sustainability modules into programs in the Justice sector to safeguard the successes already recorded. This includes programs for own source revenue for funding of programs;
- Insecurity especially that posed by Al Shabaab and insurgents is a threat to the rule of law in Puntland. Judges and prosecutors are not safe and the local community members are intimidated into non-cooperation with the judiciary;
- Inadequate female police officers in various police stations, has made reporting of GBV by women and girls difficult especially regarding investigations by male officers; and
- There are many suspects in police custody beyond the maximum 90 days period. Some have been in custody from as far back as 2014 without undergoing prosecution.

4.1.8 Rule of Law and Justice Sub-Sector Priorities

The Rule of Law and Justice Subsector has identified the following nine priorities and their alignment with national, continental and global priorities and aspirations, which will be pursued in the five year period 2020-2024 as shown below:

No.	Priorities	Somalia NDP-9 2020-2024	Agenda 2063	SDGs
Institution: Judiciary Priorities				
1.	Access, Effectiveness and Efficiency in Judiciary Services Enhanced	Pillar 2	11,12	16
2.	Integrity, Transparency and Accountability of the Judiciary Improved	Pillar 2	11,12	16
3.	Enhanced Administrative, Management and Infrastructural Capacity of the Judiciary	Pillar 2	11,12	16
Institution: Correctional Services Priorities				
1.	Effective and Efficient Prison and Social Rehabilitation Services Provided	Pillar 2	11,12	16
2.	Enhanced Administrative, Management and Infrastructural Capacity of the Prison Services	Pillar 2	11,12	16
3.	Integrity, Transparency and Accountability of Prison Services Enhanced	Pillar 2	11,12	16
4.	Fair Treatment of Vulnerable Persons By Prison Services Enhanced	Pillar 2	11,12	3,16
Institution: Ministry of Justice & Office of Attorney General				
1.	Effective and Efficient Legal Framework And Policy Coordination Improved	Pillar 2	11,12	16

2.	The Human Rights of Vulnerable Groups Particularly Women and Children Promoted	Pillar 2	11,12	16
----	--	----------	-------	----

4.1.9 Rule of Law and Justice Sub-Sector

Expected Outcomes

To implement the above priorities, the justice sector will target to achieve the following outcomes;

Outcome 1: Effective and Efficient Judiciary Services Enhanced

This outcome will focus on improving public trust in the judiciary by ensuring that the prosecution services are strengthened. Further, access to justice as a service will be enhanced by ensuring that more districts have access to mobile courts. It is expected that more women will as a result be able to report cases of gender based violence and these will be prosecuted effectively. In order to improve efficiency in the judiciary, measures will be put in place by the prosecution to ensure that the number of those detained while awaiting trial significantly reduces to less than 12 months.

Outcome 2: Integrity, Transparency and Accountability of the Judiciary Improved

The focus here will be on ensuring that Judges have unquestionable integrity and are perceived by the public to be accountable as well. This will be achieved through establishing a public complaints mechanism against judges and other members of the judiciary. Indeed Judges should be able to make decisions in Puntland free of interference from government officials and/or politicians. In order to enhance transparency, any information regarding complaints about judges will be made public.

Outcome 3: Administrative, Management and Infrastructural Capacity of the Judiciary Enhanced

Material Resources for the judiciary will be increased including developing case management and data integrity protocols. Further, there will be a strong initiative to build adequate infrastructure such as constructing new court houses and purchasing motor vehicles, furniture and computers. In the 5-year period, the number of skilled and professional personnel will be fairly recruited and put on a competitive remuneration. Continuous legal education and skills training will also be provided to existing personnel. The administrative and management capacity for management of assets, human resources, finances and procurement will be enhanced by migrating from the current manual to digital systems.

Outcome 4: Human Rights of Vulnerable groups particularly Women & Children Promoted

This outcome aims to promote the Legal Aid Services especially for Women & Children in Conflict while Special procedures for women & child victims & witnesses of crime is developed & implemented.

Outcome 5: Effective and Efficient Prison and Social Rehabilitation Services Provided

Human rights based approaches will be used in provision of health, welfare and rehabilitation services to prisoners. This will involve ensuring more separate wings for women prisoners are built, programs for clean water and sanitation are implemented, psychosocial health services are provided and more prisoners are equipped with vocational skills. Medical personnel to address prisoners' health concerns will also be increased for each of the prisons in Puntland.

Outcome 6: Enhanced Administrative, Management and Infrastructural Capacity of the Prison Services

In order to reduce prison overcrowding, new prisons shall be built and infrastructural facilities enhanced in all the 9 regions of Puntland. The Custodial Corps will be availed more training opportunities and the frequency shall also be increased to ensure they are well equipped with the right skills. Within the 5 years, more vehicles and communication equipment for custodial services shall also be acquired to enhance service provision. Administrative systems for management of assets, finances, human resources, procurement and information shall all be digitized to increase efficiency and reduce costs.

Outcome 7: Integrity, Transparency and Accountability of Prison Services Enhanced

In order to enhance transparency and accountability in the custodial corps, human rights organizations as

well as the Ministry of Justice and High Judicial Council will be allowed to conduct regular inspections of the prisons. Further, prison services will be under regular performance monitoring and evaluation. Annual reporting will ensure expected outcomes and outputs are tracked on a regular basis.

Outcome 8: Effective and Efficient Legal framework and Policy Coordination is Improved

The focus here will be on strengthening the legal framework and proper coordination by the ministry in the 2020-2024 period. Laws to address new and emerging issues shall be enacted and implemented while old ones shall be reviewed appropriately. In order to achieve this, there shall be a focus on hiring new legal experts to increase capacity while ensuring existing personnel undertake specialized training as frequently as possible. The physical space at the headquarters shall also be expanded to accommodate more personnel. In order to achieve gender parity, more women shall also be fairly recruited. Finally, there shall be a shift from manual management systems to digitized systems to enhance efficiency in service delivery

4.1.10 Rule of Law and Justice Strategic Framework

The Strategic framework for Rule of Law and Justice Subsector is articulated in fundamental statements of Vision, Mission, and core values as well as the strategic objectives and strategic interventions below.

Vision

“To be the leading Sector in law and regulatory frameworks and justice service delivery through human rights-based approaches, foster supremacy of law, peace, prosperity and economic and social development”

Mission

To facilitate, influence and support effective planning, monitoring and evaluation of Justice Programs aimed at improving equal access to justice and service delivery, outcomes and impact on society in Puntland.

Mandate

To plan and coordinate the delivery of justice service and activities of all national, regional and international organizations and development partners in line with the objectives of Puntland State.

Core Values

Professionalism: we will demonstrate the highest levels of competence, efficiency and ethical values in undertaking our responsibilities;

Integrity: we will uphold the highest standards of trust, honesty, accountability, openness and veracity in service delivery;

Transparency: we shall be responsible, accountable and devoid of any corrupt practices in our service delivery;

Partnership: we shall promote close working relationships with our stakeholders to promote synergy;

Patriotism: we shall promote nationalism and ownership of services to members of public at all levels; and

Justice: we shall promote justice, fairness, impartiality and diversity in all our activities and operations.

Strategic Objective

The main strategic focus is to build transparent, inclusive, accountable and accessible rule of law institutions with the requisite public trust and confidence to support Puntland’s priorities of being peaceful, stable and

secure as it undertakes the economic and social development aspirations of its people.

4.1.11 Cross-cutting issues

The cross-cutting issues identified in the sector include human rights, vulnerable groups such as women, children and persons with disability, Khat, good governance and accountability, lack in capacity and IDPs. These have been mainstreamed into the various priorities and interventions in the justice sector strategic plan and priorities and will be pursued concurrently. Specific indicators tracking implementation of interventions in the sector have also been incorporated to ensure that cross cutting issues are given focus during monitoring and evaluation.

4.1.12 Role of Stakeholders

The justice subsector in Puntland is vibrant and has many stakeholders from District, State, National and International levels as well as civil society, development organizations, private sector and ordinary citizens. These stakeholders all play different roles and are interested in the overall success of the justice sector in as far as service delivery is concerned. Below is a brief analysis of the key stakeholders and their roles in the sector.

- The Public- these are ordinary people of Puntland who are tax-payers, litigants or interested parties and who expect accessible, efficient and fair delivery of justice services.
- Ministry of Justice, Religious Affairs and Rehabilitation (MoJRAR) - this is the relevant institution in the executive arm of government responsible for policy and overall coordination of all justice sector stakeholders. The ministry is responsible for policy formulation and implementation as well as resource mobilization. It is also responsible for the promotion and preservation of the Islamic heritage of Puntland.
- Ministry of Security and DDR (Police) - it is responsible for the arrest and detention of suspects. It also assists the Attorney General with investigations while protecting the rights of suspects while in custody.
- Office of the Human Rights Defender- this office is responsible for the promotion and protection of human rights in Puntland.
- Custodial Corps - these are responsible for holding accused persons pending conclusion of their cases, rehabilitation of inmates after sentencing, psychosocial counseling as well as training of inmates.
- Civil Society - these are citizen groups responsible for human rights advocacy and public interest litigation in Puntland.
- Development Partners - these are International development organizations that work to give technical and financial support to the rule of law program implementation in Puntland.
- Media - their main role involves reporting on matters before courts, dissemination of court decisions, and research and awareness creation on general activities of justice sector institutions.
- Ministry of Interior (Police) - it is responsible for the arrest and detention of suspects. It also assists the Attorney General with investigations while protecting the rights of suspects while in custody.
- Academia and Research Institutions - these include Puntland State University (PSU) and are responsible for academic training of law students and other judicial officers, legal and academic research of emerging issues and dissemination of the same.
- Parliament - this is responsible for drafting and enacting laws, approving budgets for the justice sector and other constitutional roles. The Members are responsible for oversight of the functions of the ministry and the Judiciary as well as the entire rule of law sector.



4.2 SECURITY SUBSECTOR

4.2.1 Introduction

High levels of armed conflict and insecurity have a destructive impact on a country's economic development . 33 This is the situation that Somalia and particularly Puntland State finds itself in 2020. The civil war of 1991 and its aftermath completely destroyed the security architecture of the country leading to widespread deaths, destruction, immigration and breakdown of the rule of law. However, in 1998, the elders of Puntland and key stakeholders held a series of consultative conferences that sought to restore peace and stability. These efforts resulted in the establishment of Puntland State of Somalia as an autonomous Federal Member State.

Peace, security and stability are critical components of any state building initiative especially after complete breakdown due to internal or external conflict. Security creates an enabling environment where people have faith in their government and therefore, do not resort to violence to resolve disputes or lawlessness. People are able to access public services without fear; children attend school and also get the much needed healthcare services where stability exists.

Due to security, resource ownership is protected thereby creating conducive environment for investment, economic development and social stability. The rights of the most marginalized in society such as women, children and differently abled people are promoted where there is security since they are able to participate in commerce, access basic services without the fear of physical or psychological threats.

This FYDP-3 2020-2024 is cognizant of and proposes to address existing and emerging security challenges of the 21st century. These include;

33 <https://www.un.org/ruleoflaw/sdg-16/> (SDG 16)

Terrorism

Puntland is affected by internal and international terrorism networks that are interconnected and manifest as internal insurgency. The Al Shabaab and Daaish with their international and local networks pose a threat to Puntland as a state and to the entire Somalia. Targeted assassinations of key leaders, government officials, prominent business people, prosecutors and judges and other influential individuals opposed to the terrorists' agenda continue to be a threat to the state security. These organizations also use scare mongering among ordinary people in a bid to secure their silence and compliance. This has led to people deserting the state in fear for their lives.

Maritime Security

Puntland has a very long coastline which presents both opportunities - commerce, food security and other strategic interests, and security threats, namely; arms and human trafficking, piracy, terrorism, illegal dumping of toxic wastes and unregulated economic activities such as illegal fishing among others.

Water Security

Environmental shock due to the continuing effects of climate change has led to increased inter-clan conflicts due to scramble for scarce water resources.

Human Security

Personal security should be a priority for any post-conflict state and this goes beyond investigating crime and prosecuting suspects. There is need for community policing to reorient the police away from State Security (protection of the regime) to Personal Security (protecting the average citizen). Citizens need to feel safe in order to have trust in the state and its institutions. Puntland has continued to experience crime in varying forms and especially gender based violence. Through community policing and civilian oversight of security agencies, security services are held accountable for their actions.

4.2.2 Policy Context

At global level, **SDG 16** marks the intersection between sustaining peace and the 2030 agenda. In particular, Goal 16 articulates the role that governance and the rule of law plays in promoting peaceful, just and inclusive societies and in promoting sustainable development. It recognizes the threats posed by international homicide, human trafficking, violence against children and sexual violence to societies around the world. Its target includes, among others, to reduce all forms of violence and related deaths everywhere. Puntland's 2020-2024 development plan aims to address the same priorities especially with regard to human trafficking, international terrorism and violence against women and children.

Africa's Agenda 206334 Aspiration 4 aims at promoting a peaceful and secure Africa. The African Union Peace and Security Council under its flagship "Silence the Guns by 2020" initiative aims to end all wars, civil conflicts, gender based violence, violent conflicts and preventing genocide. Critical in achieving this is controlling the circulation of illicit Small Arms and Light Weapons (SALW). The Security Sector Reform (SSR) programme launched in 2013 by the AU prioritized the re-establishment and strengthening of the capacity of security institutions. The FYPDP-3 2020-2024 has aligned with these priorities and thus consistent with the continental agenda.

At national level, the Somali Federal Government NDP 9 2020-2024 promotes a 'shared vision' of inclusive, sustainable and fitting national security architecture with domestic and international partners. In this security pact, all partners endorsed the National Security Policy whose purpose is to direct and coordinate relevant ministerial and justice-related implementing strategies in the creation of a more secure, safer and accountable Somalia. Under the Joint National Security Architecture, the Federal Government met with Federal Member States in May 2017 and agreed that through the National Security Policy, the FGS would offer strategic direction on;

- Numbers of security forces and civilian oversight on the same;
- Distribution of security forces at Federal and State levels;
- Command and control of security forces at Federal and State levels to ensure clarity in roles and responsibilities; and
- Outline of fiscal responsibilities for respective security forces at Federal and State levels.

34 <https://au.int/ar/node/34990>

Puntland State, under its FYPDP-3 2020-2024, is committed to the above objectives among other priorities within its context. The President of Puntland is a member of the National Security Council of Somalia, the apex organ responsible for National Security Policy and Strategy. This shows Puntland's openness to negotiate 'security arrangements' including a federated approach to security.

At the state level, security has been given legal force by the Puntland Constitution as implemented through its development plans, policies and strategies. These are;

- Second Puntland Development Plan 2014-2018;
- Revised Puntland Development Plan 2017 -2019; and
- Puntland Security Policies and Strategies.
- The President as a member of the National Security Council (NSC) has had the overall responsibility to coordinate security relations with the National Government.

4.2.3 Situational Analysis

Article 86 of the Puntland Constitution provides the legal framework for security in Puntland. It provides that the security forces in Puntland are responsible for its internal and external security. It further sets out the institutional framework as consisting of the following

- Border Police (Darawishta);
- Police – Puntland Police Force (PPF, PMPF, PSF);
- Intelligence Services- Puntland Intelligence and Security Agency (PISA)
- Custodial Corps

The security sector also includes administrative actors responsible for policy formulation and implementation such as the Ministry of Security and the Department of Demobilization, Demining and Reintegration (DDR). Further, between 2017 and 2019, Parliament has increasingly been involved in civilian oversight over the security services in the state with the formation of an oversight and coordination mechanism. Joint coordination meetings and inspections with the Ministry of Security have taken place in some regions.

The overarching policy and strategic goal for Puntland from 2017 to 2019 was to ensure the security of people and their property in Puntland through implementation of an integrated and sustainable defense, security and law and order policy. The policy upholds the security laws as set out in the Constitution. The enabling legislation and regulations in the sector include;

- The Constitution;
- Human Trafficking Act;
- Penal Code;
- The Piracy Act;
- Puntland Peace Building Policy;
- Anti-Terrorism Act; and
- Immigration Act.

Currently, the Ministry of Security is in the process of developing a Joint Security Sector and Governance Reform, a 3-year Strategic Plan for the security sector for 2020-2022. The plan seeks to address 5 priority areas, namely; Institutional Capacity Building, Coordination and Networking, Security Information Management System, Community Safety and, Mainstreaming of Human Rights and Gender.

4.2.4 Main Findings from RPDP 2017-2019

The security sector had 9 priority areas with 9 outcomes and 27 proposed outputs in the RPDP 2017-2019 plan period. The sector had an overall average performance of 31%. Outcome 7 on Conflict Analysis and Resolution within sub-clan Disputes and Conflicted Environment achieved the most success at 55%. Rehabilitation of disengaged defectors including Al Shabaab, Pirates and other perpetrators proved the greatest threat to the security sector and lowest performing outcome at 17%. The Ministry credits conflict resolutions via mediation as highly successful and a positive contributor to peace. At 65%, Outcome 7, output 2 was rated the highest. Further, there was very little effort or success in building the capacity of immigration, counter terrorism and human trafficking; the outcome recorded a low performance of 18%.

4.2.5 Key Achievements

i) Training:

- 896 security forces were trained together with 30 private security guards comprising 30% of the work-force;
- A further 300 police officers were trained on community policing and human rights;
- Partnership talks with AMISOM were started with a view to training 15 Improvised Explosive Devices (IED) Professionals from the Puntland Police Force; and
- 7 EOD Experts from DDR were trained at the Mogadishu Police Academy.

ii) Police registration

- Currently, 5,490 police officers are registered through biometric registration with 30% registered during the period.

iii) Infrastructure & Equipment

- The Ministry of Security Headquarters was renovated while 13 new police stations were built in the review period;
- 4 police stations got 3 new vehicles while 2 police stations were equipped with computers and office equipment; and
- The Security sector got computer and computer accessories, furniture, and 4 Solar based communication installations.

iv) Policy, Strategies and Operational Achievements

- The Police Welfare Bill was approved by Cabinet and is awaiting Parliamentary approval;
- Civilian arms registration is ongoing after directions were issued by the Security Minister in accordance with the Civilian Arms Registration Act 2000;
- The Garowe Security Act was enacted;
- The security services were restructured for greater efficiency: Puntland Intelligence and Security Agency (PISA) was formed and monthly Security Sector Working group meetings are regularly convened;
- A Community Policing Directorate was established and a pilot community policing for youth volunteers was launched in Bossaso, Gardho and Galkayo;
- A Community Policing Board was established under the directorate of Community Policing and outreach to 17 Districts was thereafter conducted. Volunteers were linked to police stations and district mayors;
- An anti-Human Trafficking Board was formed although not operational with 9 participating institutions;
- A sensitization campaign for Sanaag and Hayland regions resulted in about 1,000 police officers defecting from Somaliland to join Puntland security forces. Further sensitization was conducted in Mudug and Bari areas;
- 5 Community police dialogue have been initiated in 3 new districts; Saaho, Towfiiq and Galdogob ; and
- Darwish forces and police are present at some border points as well as customs while Puntland security forces conduct regular patrols and checks. 1,316 Visa Security clearances were issued in the period.

v) Coordination, Networking and Oversight

- Puntland Parliament formed a security oversight committee for civilian oversight purposes. This, together with the President's office, civil society and human rights organizations conducted joint missions to assess the security situation in the districts; and
- There are ongoing partnership discussions with an NGO, Helltrust, to start demining initiatives in Mudug, Nugaal, Galdogob, etc.

vi) Peace Building and Conflict Resolution

- Peace building and reconciliation department facilitated reconciliation, peace and security among clans and sub-clans. Conflicts such as those in Bossaso were peacefully settled;
- The department also facilitated reconciliation, peace and security among clans and sub-clans in Mudug, Bari, Sool and Ayn regions led by the Minister; and

- A Joint Ministry of Security, Interior, Justice and Members of Parliament team conducted peace settlements in 7 Regions in Puntland.
-

vii) Demining, Disarmament & Reintegration (DDR)

- Surveys for UXOs were conducted for a period of 10 Months in Puntland areas of Mudug, Nugaal and Sool;
- 7 Mines were cleared and 2 mine detector dogs were operational. Further, 2 new dogs were acquired to assist with Mine clearance in the state;
- In 2019, a UXO (F1 Hand grenade) was successfully and safely recovered and diffused in the Garowe Suburb;
- Structures are being set up for a new EOD Rapid Response/Emergency Response Team;
- The Red Cross and Red Crescent Society assisted victims of mine explosions with prosthetics; and
- Awareness campaigns were conducted in schools as sign posts/warning signs were erected in Harfo, Galdogob.

4.2.6 Main Challenges and Constraints

The security subsector in Puntland is confronted by the following challenges:

- Insufficient financial and other resources for the security sector to undertake capacity building, purchase equipment and updated technology, materials, tools and other critical infrastructure;
- Lack of sufficient training of security service personnel in human rights, international humanitarian law and democratic accountability;
- Limited logistic support for emergency security preparedness;
- Limited technical and tactical competence training in police, marine, military tactics;
- Lack of an Information Management System for data Collection and analysis as well as accompanying technical expertise;
- Lack of committed long term financial and human resources and strategic partnerships to support security subsector reforms;
- Limited mechanisms to control border disputes, terrorist aggressions, human trafficking and other criminal network;
- Limited internal expertise since experienced personnel has fled the state fearing for their lives;
- Lack of a comprehensive policy on control of small arms and Light weapons and uncontrolled armory storage management system; and
- Weak enforcement of Policies, Laws and Regulations due to inadequate numbers in the Security Services Personnel.

4.2.7 Lessons Learned

- Al Shabaab, piracy and armed militia remain a big threat to Puntland's security now and in the near future;
- The failure to approve the Provisional Constitutional of the FGS is a security threat- infighting among FMS as well as lack of coherent support from international actors;
- There is limited capacity for Demobilization and Reintegration programs as Al Shabaab and Daaish become more sophisticated;
- Proliferation of Small Arms and Light Weapons (SALW) continues to jeopardize security of the state;
- The influence of clan elders on security is significant but undermines the rule of law; the state needs to have monopoly on use of force if it's to be legitimate;
- The public fears cooperating with government due to intimidation by the insurgents; and
- Ordinary crime unrelated to insurgency is high and affects women the most as seen in the number of cases of Gender Based Violence.

4.2.8 Security Sub-Sector Priorities

Thorough consultations with security subsector institutions and stakeholders identified the following fourteen (14) as the key priority areas of focus during the five year plan period:

Security Sector Priority Matrix

No.	Priority	Somali NDP	Agenda 2063	SDGs
1.	Organizational and Personnel Capacities Developed	Pillar 2	12	16
2.	Human Resource Capacities of Both Public and Private Security Agencies Built	Pillar 2	12	16
3.	Cooperation, Networking and Coordination Among Security Partners Strengthened	Pillar 2	12,13,14	16
4.	Weapons Reduction Scaled Up and DDR Engagement Strengthened	Pillar 2	12,13,14	16
5.	Mechanisms for Immigration, Counter Violent Extremism, Human Trafficking/Smuggling, Piracy and Other Drivers of Violence Developed and Implemented	Pillar 2	13,14	16
6.	Cooperation Between Communities and Security Providers to Restore Mutual Trust Enhanced	Pillar 2	12,13,14	16
7.	Demining, Land Safety Restoration and Landmine Victim Support Carried Out	Pillar 2	12,13,14	16
8.	Information Sharing, Communication and Knowledge Management Improved	Pillar 2	12	16
9.	Conflict Resolution and Management Within Sub Clans' Disputes and Conflict-affected Environments Enhanced	Pillar 2	13,14	16
10.	Application of Human Rights-Based Approach to Security Service Delivery Promoted	Pillar 2	11	16
11.	Security Service Information Systems and Communication Technologies Developed	Pillar 2	12,13,14	16
12.	Puntland Private Security Agencies and Their Personnel Registered and Licensed	Pillar 2	12,13,14	16
13.	Traffic Safety and Security in Puntland restructured and developed	Pillar 2	12,13,14	16
14.	Infrastructural of security subsector institutions enhanced	Pillar 2	12,13,14	16

4.2.9 Security Subsector Expected Outcomes

Outcome 1: Organizational and Personnel Capacities Developed

The focus of this outcome is on developing and implementing a Security Subsector reform policy, restructuring and rightsizing key departmental functions and staffing as well as building the capacity of the Ministry's personnel. It will also involve developing policies, strategies and standard operating procedures for the Ministry of Security.

Outcome 2: Human Resource Capacities of both Public and Private Security Agencies Built

Registration and screening of the security forces using biometrics is expected to continue while a human resource policy for the sector will also be developed. An important priority of this outcome is the establishment of Puntland Security and Governance Institute whose main role will be to build the capacity of personnel in the state.

Outcome 3: Weapons Reduction Scaled Up and DDR Engagement Strengthened

This outcome's priority is the development and implementation of a demobilization, disarmament and reintegration policy and regulations. The main aim is to remove weapons from the hands of terrorists, pirates and other illegally armed groups and reintegrate combatants into society. Alongside this shall be massive public awareness campaigns on SALW, DDR and Conflict Management.

Outcome 4: Cooperation, Networking and Coordination among Security Partners Strengthened

Under this outcome, a joint security framework for strategic partnerships will be developed and implemented while the monthly sector working group meetings will continue. Further, coordination mechanisms for joint monitoring and collective impact evaluation will also be implemented.

Outcome 5: Mechanisms for Immigration, Counter Violent Extremism, Human Trafficking/Smuggling, Piracy and Other Drivers of Violence Developed and Implemented

This outcome will focus on enacting policies, strategies and frameworks for addressing security threats posed by terrorist groups, piracy, human trafficking and other drivers of violence. This will also include rehabilitation of disengaged defectors from Al Shabaab and Daish and enforcement of strong coordination and oversight mechanism over illegal immigration.

Outcome 6: Cooperation between Communities and Security Providers to Restore Mutual Trust Enhanced

The overarching expectation here is the strengthening of community policing and neighborhood watch through more community-police dialogues so as to improve relations and cooperation.

Outcome 7: Demining, Land Safety Restoration and Landmine Victim Support Carried Out

Under this outcome, surveys will be carried out and clearance and destruction of UXOs and landmines will continue. There will also be a focus on assisting victims of UXOs and landmines and risk education for the general public.

Outcome 8: Information Sharing, Communication and Knowledge Management Improved

This outcome's focus is the development of a Security Information System Policy, an Organizational Communication Strategy and a Security Database System. Existing Information Sharing Platforms will also be reviewed so as to improve communication, information sharing and knowledge management.

Outcome 9: Conflict Resolution and Management within Sub Clans' Disputes and Conflicted Environments Enhanced

The focus here is rebuilding peace and order mechanisms through conflict resolution between clans as well as peace and education campaigns and awareness through media such as TV and Radio. Peace and security awards as a means of public participation shall also be introduced.

Outcome 10: Application of Human Rights-Based Approach to Security Service Delivery Promoted

This will focus on mainstreaming human rights in security service provision with a specific focus on women and youth. More women will be increased in the Puntland Security Services.

Outcome 11: Puntland Private Security Agencies and Their Personnel Registered and Licensed

This outcome focuses on strengthening security through collaboration and cooperation between private security services providers and the Ministry of Security. This will be achieved through regulation of private security: registration and licensing as well as training and other forms of capacity building.

Outcome 12: Conditions of traffic safety and security in Puntland improved

This outcome emphasizes on reduction of road accidents and increasing traffic safety which is currently in critical situation in Puntland

Outcome 13: Infrastructural Development of the security sector:

The focus of this outcome is to develop the infrastructures of the security sector through: building new police stations; rehabilitation of the old ones; building police headquarters; building modern headquarters for ministry of security and PISA; and building regional offices for the ministry of security in all the regions of Puntland.

4.2.10 Security Subsector Strategic Framework

The strategic framework for the security subsector consists of the vision, mission, core values, strategic objectives and strategic interventions.

Strategic Objective

The objective of Security subsector is to contribute to organizational effectiveness and efficiency in promoting security sector standards and improving security service delivery mechanisms at individual, community, and state levels. This creates an enabling environment for the enhancement of the security and rule of law, protection and promotion of human rights and peace.

4.2.11 Cross Cutting Issues

The cross cutting issues identified in the sector include human rights, vulnerable groups such as women, children and persons with disability, Khat, good governance and accountability, lack of capacity and Immigrants. These have been mainstreamed into the various priorities and proposed interventions. Specific indicators tracking implementation of interventions in the sector have also been incorporated to ensure that cross cutting issues are given focus during monitoring and evaluation. Some of the interventions include having Sexual Harassment Policies, creating safe spaces for women in the work place, introducing desk officers at police stations who shall exclusively deal with women and recruiting more women into the security services.

4.2.12 Role of Stakeholders

Office of the President - the newly formed Puntland State Security Office (PSSO) based at the President's Office is tasked with providing technical advice to Puntland President's Office on the oversight of Security Sector Reform and Governance in the State. This oversight role need to be supported with the appropriate legal reforms during the plan period to ensure that the office is effective.

Ministry of Security and DDR- This is the State Institution responsible for supervision and oversight of Puntland Security system and sub-systems. In its oversight and accountability role the Ministry together with Office of Human Rights Defender and a Parliamentary committee may undertake investigation if such need arises.

Development Partners - these include UNDP, UNSOM, UNODC and EUCAP Somalia whose main role is providing financial and technical support to the sector. UNDP provides technical and financial support for the rule of law programme in this sector.

Puntland Judiciary Services and Custodial Corps - these institutions support the peace and security architecture in Puntland by ensuring criminals are prosecuted and serve out their terms in accordance with the law.

Puntland Police, Darawish (Military), Intelligence Agency, Immigration Agency - these are responsible for keeping peace and order on a daily basis through gathering intelligence, deterrence, arresting offenders, guarding borders, conducting regular patrols and securing offices and civilians.

Ministry of Justice, Religious Affairs, and Reconciliation - this ministry is responsible for rule of law and policy coordination. The Ministry identifies gaps in the legal framework necessary for law enforcement and proposes new laws, review of old laws to ensure security sector has an adequate legal framework to operate in.

A photograph of a glass display case with a yellow interior, sitting on a green cloth-covered table. The background is a textured brown wall. A green rectangular box with a white border is overlaid on the bottom right of the image, containing the title text.

POLITICAL DECENTRALIZATION AND DEMOCRATIZATION



POLITICAL DECENTRALIZATION AND DEMOCRATIZATION

5.1 INTRODUCTION

Puntland State was established in August 1998 after thorough consultations and a decision made by the traditional leaders, political elites and religious leaders. The original Puntland transitional authority derived its authority and legitimacy from a series of locally sponsored conferences in which traditional council of elders played an important role. The conferences resulted in a transitional charter that established the Puntland State of Somalia. Under the transitional charter the founders desired to see a quick transition from clan-based political system to a multi-party democratic system through regular conduct of free and fair elections to elect members of the House of Representatives (Parliament) at State level and members of the councils at District (local government) level.

The promise of democratization and multiparty politics has however not been fulfilled for the last twenty years due to multiple security, economic, political, and social challenges. This situation has forced the State to fall back upon the clan-based politics to elect successive governments, that is, Members of House of Representatives (Parliament) which in turn elect Speaker, President and Vice President. The clan-based system is nevertheless credited with ensuring peaceful transfers of power during this period and enjoys wide support in the State. Despite these accolades the clan-based system suffers from some of the following drawbacks:

The clan-based system has resulted in a few sub clans dominating the political arena;

- The dominant clans, rather than a merit based system, has dominated high ranking positions in government;
- The dominating clans prefer the current political system where they have turns in power and fear for loss of power may lead to lack of support for democracy;
- The system has, it is alleged, allowed widespread corruption with money given to elders, community leaders and members of parliament during elections and thus compromising the credibility of the elections for the high rank positions of government;
- Elders do not seem supportive of democratization process as they might lose the leverage they enjoy in nominating those they deem suitable for parliament, to safeguard their clan interests and their overall influence in society;
- There is risk that democratization process might turn into clan-politics if clan-based political parties are formed/clan-parties; and
- Lack of political will – delays in making necessary changes to ensure the local council elections and one-person- one-vote is realized at the end of five (5) year term.

Political decentralization and democratization sector in the FYPDP-3 2020-2024 aims at bringing to fruition the vision of the founders as clearly articulated in various articles of Puntland Constitution: article 3 (1) provides that all power is vested in the people and delegated to the leaders in accordance with the law; article 44 (2) provides that the members of the House of Representatives (Parliament) and members of the District Councils shall be elected by direct vote; article 46 provides that multi-party system will be practiced in Puntland; while article 120 (1) provides that the system of administration of Puntland shall be based on decentralization.

Notwithstanding these explicit constitution provisions on the system of administration and as noted above, a number of challenges have hindered full implementation of democratization and decentralization and for this reason it has not been possible to hold direct one person one vote election for Members of House of Representatives (Parliament) at State or central authority and Members of District Councils for local authorities since 1998.

A decentralized system of governance allows for improvement of administrative structures, through capacity building and resource allocation, for service delivery to the people. It also provides a mechanism for mobilizing the communities served by local authorities to ensure that community driven initiatives inform the development projects and service delivery. It allows people at grass root level to fully participate in management of their affairs and determine the level of service delivery.

Puntland decentralization vision is to establish local government levels for improved good governance and service delivery to the people through participatory, accountable and transparent systems and effective utilization of available resources. The Ministry of Interior, Federal Affairs and Decentralization is the central government lead institution in charge of spear heading the efforts to establish local councils and implement key laws and policies to bring this into effect.

Democratization allows for a more open, more participatory, less authoritarian society. Democracy is a system of government which embodies, in a variety of institutions and mechanisms, the ideal that political power is based on the will of the people. A key to democratization process is the existence of a State authority which is able and willing to create the conditions for free and fair elections as well as support development and maintenance of the institutions necessary for the ongoing practice of democratic politics.

5.2 POLICY CONTEXT

At State level, the Political decentralization and democratization sector is anchored in several articles of the Constitution. Article 3 provides that all power is vested in the people who delegate this power to leaders in accordance with the law. Other constitutional provisions include article 4 on system of governance; article 14 on freedom of expression; article 44 on elections; article 46 on multi-party system; and article 120 on decentralization. The constitution provisions on political decentralization and democratization are implemented through State development plans, policies, Programmes, projects and Strategic Plans. Puntland' planning frameworks are aligned to the Somali National Planning framework and in the current Somalia National Development Plan-9 2020-2024 Political Decentralization and Democratization sector

is aligned with the Inclusive Politics Pillar (Pillar 1). The State plans are also aligned with the continental frameworks such as Africa Union Agenda 2063 as well as the global United Nations Sustainable Development Goals (SDGs) 2030.

The sector is guided by a number of laws and policies such as:

- Local Governments Administration Law Number 7;
- Local Government Employment regulations;
- Civil Service Law;
- Puntland Electoral Commission Laws;
- Puntland Decentralization Policy; and
- Municipality Finance Policy among others.

5.3 DECENTRALIZATION SUBSECTOR

5.3.1 Introduction

Puntland decentralization policy defines decentralization as the restructuring of authority to create a system of co-responsibility between institutions of governance at the central, regional and local levels according to the principle of subsidiarity. Accordingly, decentralization seeks to establish authority at the local government level for improved good governance and service delivery through participatory, accountable and transparent local government and to effectively utilize the limited resources available at the central and local government levels.

5.3.2 Policy Context for Decentralization

The policy and legal framework for decentralization is anchored and elaborated under the following laws, policies and frameworks:

- Puntland State of Somalia Constitution;
- Local Governments Law Number 7;
- Puntland Decentralization Policy;
- Somalia National Development Plan -9 2020-2024;
- African Union Agenda 2063; and
- United Nations Sustainable Development Goals (SDGs)

Under the Puntland constitution, decentralization is anchored through explicit provisions: Article 120 (1) provides that the system of administration of Puntland State shall be based on decentralization; Article 120 (2) provides that Puntland shall be divided into regions and districts for purposes of effecting decentralization; Article 123(1) provides that each region for purposes of administration shall be divided into districts; Article 121 (2) provides that the regional governor shall coordinate between Puntland central administration and the district administration; Article 123(2) provides that each of the districts shall have economic and administrative autonomy and shall be administered by a district council; Article 126 provides for criteria for electing district council members who run the local governments under the decentralized system; and Article 44(1) provides that election of members of the district councils shall be by a direct vote.

Law Number 7 prescribes the administration of local governments based on the principle of self-governance in accordance with Article 83 of the Constitution. The local governments are part of the central government through the Ministry of Interior, Democratization and Federal Affairs.

Puntland decentralization policy provides a detailed policy framework for decentralization in line with the constitution and local governments' law number 7. This policy articulates the vision of decentralization; clarifies the division of labor between the central authority and local governments; defines the principles of decentralization; and articulates the respective responsibility in terms of capacity building and resource allocation.

Political Decentralization subsector forms a key component of one of the four sectors in Puntland five year development plan 2020-2024. This sector is aligned with the Inclusive Politics pillar-1 of the Somalia National Development Plan 9 2020-2024 (national level). The planning framework for decentralization is also aligned with the continental and global planning frameworks: Africa Union Agenda 2063 aspiration 1 on inclusive growth and sustainable development, good governance and democracy, and people driven development; and United Nations Sustainable Development goals such as SDG 1 on no poverty, SDG 2 on zero hunger, SDG 3 on good health and well-being, SDG 4 on quality education, SDG 5 on gender mainstreaming, SDG 6 on clean water and sanitation and SDG 11 on sustainable cities and communities.

5.3.3 Key Achievements

The following has been achieved so far in decentralization process in Puntland is concerned:

- The passage of Local Government Law No. 7 by Parliament and endorsed by the President. The law provides the legal framework for local governments;
- The Ministry of Interior has established 50 districts in the nine regions of Puntland with executive committees comprising of a mayor, deputy mayor and a district secretary;
- The decentralization policy for Puntland was approved on 10 July 2014; and
- Puntland has with support of the UN Joint Programme on Local Governance (JPLG), piloted the decentralization of service delivery in 15 districts and expects to roll out in an additional 30 districts in the next five years. These services include health, education, environment and water in several districts belonging to categories A and B.

5.3.4 Challenges and Constraints

The decentralization process is faced with the following challenges:

- Lack of institutional capacity in terms of administrative, human and fiscal capacity;
- Limited financial resources; and
- Limited capacity to exploit natural resources.

5.3.5 Lessons learned

- Public awareness is important to ensure communities participate at local government levels to ensure their service delivery requirements inform development planning at local levels;
- Local authorities need to build their capacities to be able to take on as many responsibilities as possible failure to which those will remain with the central authority;
- Women, youth and children must be involved at local levels for the state to reap the benefits of decentralization;
- Demarcation of boundaries is a key priority for local governments;
- Community dialogue, peace building and reconciliation are important for decentralization to be realized;
- Effective monitoring of programmes, projects and activities at local government level is essential; and
- The priorities in the development plan should be SMART, that is specific, measurable, attainable, realistic, and time bound;

Swot Analysis

The current status of the decentralization subsector has been summarized using the SWOT analysis below:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> Decentralization is anchored in the Constitution of Puntland; Existence of a Legal frame under Law No. 7 to support decentralization; Existence of strong Inter-ministerial Committee (IMC) on local Governments under office of Vice President; Existence of the Decentralization Policy; UN support under the JPLG Program; Existing Sector Assessment Studies; and Clear district demarcation policy based on population criteria. 	<ul style="list-style-type: none"> Limited financial resources; Lack of qualified staff in districts; Limited avenues for local revenue collections; Overlaps in revenue collections between staff and local government; Overlaps in mandates over service delivery; District boundaries not demarcated; Lack of civil registry and population data; Service delivery to nomadic communities weak and difficult; Local elections not accomplished; and Limited participation of women, youth and vulnerable groups in local government administration.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Conduct of census to obtain population data and other vital demographic statistics; Boundaries demarcation; Public awareness and civic education; Local council elections; Leverage on modern technology especially ICT to improve service delivery; Potential for increased revenue collections and diversification of revenue sources; Potential for increased revenue transfers from central government to districts; Potential for exploitation of natural resources; Potential for support by development partners and donors; Potential formation of local government associations; Community dialogue and reconciliation to reduce conflicts (local conflict resolution mechanisms); • Inclusion of women and youth and persons with disabilities; and • Potential for community driven initiatives to inform service delivery by local authorities through public participation. 	<ul style="list-style-type: none"> Resistance by central authority (State) Ministries, departments and agencies to decentralize functions; Reluctance by personnel to be transferred to district administrations; Wide disparities in salaries and benefits across districts; Potential for conflicts especially with district boundaries demarcation; Political instability; and Insecurity from terrorists groups and insurgents

5.4 DEMOCRATIZATION SUBSECTOR

5.4.1 Introduction

Puntland has had to fall back to clan elders and community leaders to nominate the members of parliament who then elect their speaker, President and Vice President through secret ballot. However, the founders of Puntland State in 1998 had a vision for a democratic state based on multiparty system. At its establishment, the founders undertook to carry out a transition from clan based political system to a multiparty democratic system. Under article 28 of the transition charter the following milestones were to be pursued and implemented as soon as possible:

- Conduct of a population census;
- Drafting of a constitution and submitting the draft constitution to a popular referendum;
- Enactment of the necessary electoral laws; and
- Conduct of multi-party elections.

The promise of democracy and multiparty politics has remained elusive for the last twenty years due to multiple economic, political, social and security challenges. Without democracy and multiparty system successive administrations have had to fall back upon the old systems of clan-based politics to elect successive governments.

5.4.2 Policy context for democratization

Democratization in Puntland is anchored on the following legal and policy frameworks:

- The constitution of Puntland which prescribes a multiparty system of government with direct election of members of district councils and the members of house of representatives (Parliament);
- Elections laws and independent electoral commission;
- Puntland Political Associations and Political Parties Law No. 2;
- Constitutional court for elections disputes resolutions;
- Somali National Development Plan, Pillar 1 on inclusive politics; and
- Continental (AU agenda 2063) Goal 11, goal 12 and 13 and Global UN Sustainable Development Goals (SDG) goal 16.

5.4.3 Key achievements in democratization

Although democracy as envisaged in the transitional charter and Puntland Constitution has not been realized, the following achievements have been made to date:

- The Puntland Constitution in April 2012;
- Approval of Puntland Electoral Commission (PEC) law;
- Establishment of Transitional Puntland Electoral Commission (TPEC) on 17 July 2011;
- Enactment of Political Associations and Political Parties Laws No. 2; and
- Amendments to Political Associations and Political Parties Law No. 2 in November 2012 and August 2017 to lower registration fees for political parties and reduction of number of registered voters/supporters per region for each association.

5.4.4 Challenges and Constraints

Democratization process in the State is confronted by the following challenges which must be addressed:

- Prevalent of social and political divides between communities;
- Lack of commitment to reform institutions in readiness for elections;
- Low public awareness and understanding of democratization and electoral processes;
- Lack of clearly demarcated boundaries;
- Preference for clan system;
- Absence of voter identification and registration mechanisms;
- Arms in hands of civilians and security threats;

- Absence of a functioning Constitutional Court;
- Lack of voter Registration and voter Identification Cards;
- Limited Financial Resources;
- Security threats from civil war;
- Influx of IDPs from all corners of Somalia; and
- Fragile and ineffective government institutions.

5.4.5 Lessons Learned

- The current clan-based system has resulted in a few sub clans dominating the political arena with specific clans holding the presidency, vice presidency and speaker of the Parliament almost in rotation. This will most likely create resistance from benefiting clans;
- The dominant clans, rather than a merit based system, have dominated high ranking positions in government;
- The dominating clans prefer the current political system where they have turns in power and fear for loss of power may lead to lack of support for democracy;
- This system has allowed for widespread corruption with money given to elders, community and members of parliament and thus compromising the credibility of the elections for the high rank positions of government;
- Elders do not seem supportive of democratization process as they might lose the leverage they enjoy in nominating those they deem suitable for parliament, to safeguard their clan interests and their overall influence in society;
- There is risk that democratization process might turn into clan-politics if the clan-based political parties are formed/clan-parties; and
- Lack of political will – delays in making necessary changes to ensure the local council elections and one-person- one-vote is realized at the end of five year term.

SWOT Analysis of Democratization Sub-Sector

Through a process of consultation and participation, a SWOT analysis was conducted for the democratisation subsector. This was necessary to ensure that the subsector enhances its internal strengths, exploits existing opportunities, and manages the weaknesses in its operations, while controlling those forces that pose a threat to the achievement of its planned programs, projects and activities. The results of the SWOT analysis are summarized below:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Political goodwill from current administration; • Support from International Development Partners and Donors; • Strong justice sector institutions; • Puntland Electoral Commission law and Political Associations and Political Parties Law No.2 (legal framework); • A huge youth population constituting about 70% of the population; and • Civil society institutions. 	<ul style="list-style-type: none"> • Lack of Constitutional Court to hear and determine electoral disputes; • Lack of clear district boundaries/ constituency boundaries; • Lack of civil registry (citizen identifications); • Lack of voter registration; • Limited financial resources; • Limited expertise to undertake boundary demarcation; and • Limited expertise to conduct parliamentary and district elections.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Support from International Development Partners and donors; • Public awareness and civic education on democratisation; • Strengthening of Parliament and the electoral commission; • Inclusion of women and youth in democratisation process; • Community dialogue and reconciliation; • Review of the constitution; and • Review and/enactment of appropriate election laws. 	<ul style="list-style-type: none"> • Conflict with other regions of Somalia and other Federal Members States especially over boundaries; • Strained relationships between Puntland Government and Federal Government of Somalia; • Conflict between communities due to boundary disputes; • Formation of clan-based political parties which would entrench tribalism and clanism; • Insecurity from terrorists and insurgents who may take advantage of the election process to infiltrate the communities and escalate conflicts; and • Interference by interest groups both regional and international.

Matters relevant to Political Decentralization and Democratization were dealt with in the governance sector in the RPDP 2017-2019 plan period. This sector therefore builds on the achievements and lessons learned in the governance sector to the extent that they relate to Political Decentralization and Democratization. The governance sector RPDP 2017-2019 aimed at:

- Developing the democratization process by reviewing and amending Puntland's constitution with full involvement of the public to pave the way for inclusive politics and ensure women's quotas are included;
- Establishing a constitutional review advisory committee, elections commission and enacting laws necessary for the democratization of Puntland;
- Establishing an electoral commission to ensure that the election process is achieved, and to pave way for free and fair elections to take place in all Puntland districts;
- Establishing of comprehensive and inclusive election systems throughout the different levels of the state and harmonization with the federal election system;
- Improvement of Parliament capacity to enable it deliver on its mandate of representation, legislation and oversight;
- Reform and improvement of Public Finance Management for efficient and effective use of resources in a transparent and accountable way;
- Clarification and demarcation of mandates and functions of government institutions, development of human resource capacity in government institutions and enhancement of planning and statistical analysis capacity of the government institutions;
- Decentralization of services to the local level to empower local authorities to deliver services to the citizens and reach rural and urban communities;
- Developing Districts development plans and ensuring the synergies between district and state level plans are optimized;
- Developing and promoting civil society institutions to ensure they discharge their responsibilities and safeguard social accountability;
- Improving operational effectiveness, and enhancing communication between government institutions and ensuring proper information management systems; and
- Zero tolerance policy on corruption in all government institutions to combat all kinds of corruption in government offices and institutions.

- Another important development and germane to political decentralization and democratization sector are the priorities that the current Puntland Government has articulated as being of key focus. The priorities relevant to the sector are as follows:
- Preparation of Puntland census;
- Development of the district demarcation policy;
- Finalization of political party policies;
- Cooperation and coordination between government, the civil society and an independent electoral commission;
- Public awareness campaigns on better road map;
- Strengthening of peace building and reconciliation processes internally within Puntland and externally with fellow Federal Member States, particularly with Galmudug State;
- Strengthening women, youth and other vulnerable groups political participation; and
- Strengthening government media.

Most of the priorities and outcome articulated in the governance sector in the previous RPDP 2017-2019 were not achieved. Those that were achieved either fully or partially and to the extent of their relevance to this sector provide an important baseline. Those that were not achieved at all provide important lessons learnt for this current plan.

5.5 MAIN FINDINGS

A review of the current situation in the State reveals that the following factors undermine progress towards political decentralization and democratization:

- Lack of a constitutional court to hear and determine electoral disputes;
- Lack of clear district boundaries/constituency boundaries;
- Lack of civil registry (citizen identification);
- Lack of voter registration and voter register;
- Limited financial resources;
- Limited expertise to undertaken boundary demarcation;
- Limited expertise to conduct parliamentary and district elections;
- Existing and potential conflict between Puntland and other regions of Somalia especially over boundaries that may undermine political decentralization and democratization;
- Strained relations with the Federal Government due to unresolved areas on FMS/FGS relations;
- Potential insecurity from terrorists and insurgents who may take advantage of the election process to infiltrate communities and escalate conflicts;
- Potential for interference by interest groups both regional and international to advance their own agenda other than that of the people of Puntland; and
- Potential formation of clan-based political parties which would entrench tribalism and clanism and thus defeat the vision for a united and democratic Puntland State.

5.6 KEY ACHIEVEMENTS

Although the ideals of Political decentralization and democratization have not been realized a number of important steps have been made as follows:

- The Local Council Law No. 7 has been drafted and is awaiting approval by Parliament and endorsed by the President. This law will provide the legal framework for local governments;
- The Ministry of Interior, Federal Affairs and Decentralization has established 50 districts in the nine regions of Puntland with executive committees comprising of a mayor, deputy mayor and a district secretary;
- The Decentralization Policy for Puntland was approved on 10 July 2014; and
- Puntland has with support of the UN Joint Programme on Local Governance (UN-JPLG), piloted the decentralization of service delivery in 15 districts and expects to roll out an additional 30 districts in the next five years. These services include health, education, environment and water in several districts belonging to categories A and B.

5.7 MAIN CHALLENGES

Political decentralization and democratization in Puntland is confronted by a number of challenges which must be addressed to attain its vision. Some of these challenges and constraints are:

- Lack of institutional capacity - administrative, human and fiscal;
- Limited financial resources;
- Limited capacity to exploit natural resources in regions endowed with such resources which would boost local revenue;
- Prevalence of social and political divides between communities;
- Low public awareness and understanding of democratization and electoral processes;
- Lack of clearly demarcated boundaries;
- Absence of voter identification and registration mechanisms;
- Arms in hands of civilians and security threats;
- Absence of a functioning Constitutional Court;
- Security threats from terrorists and insurgents in the Southern parts of Somalia;
- Influx of Internally Displaced Persons (IDPs) from all corners of Somalia; and
- Fragile and ineffective government institutions.

5.8 LESSONS LEARNED

Previous attempts to advance political decentralization and democratization have provided the following lessons:

- To advance political decentralization and democratization, there is need to support and strength civil society organizations;
- To ensure political decentralization and democratization there is need to transition from clan based politics to democracy through political parties based on state wide principles and aspirations. This transition will be difficult and may take a long time but it is necessary to commence the dialogue and sensitization on the need for transition across the entire state.
- Public awareness/civic education on political decentralization and democratization needs to be conducted in all areas of Puntland;
- There is need to conduct public dialogue and advance community reconciliations in most parts of Puntland;
- Women, youth, children and vulnerable groups constitute an important constituency. It is estimated that 70% of Puntland is composed of the youth and their interests must therefore be at the forefront of any interventions in this sector;
- Governance issues affect and cut across all institutions in government and therefore require an all-inclusive approach;
- Effective monitoring of programmes, projects and activities is essential to realization of the aspirations articulated in develop plans; and
- The priorities in the development plan should be SMART, that is specific, measurable, attainable, realistic, and time bound;

5.9 POLITICAL DECENTRALIZATION AND DEMOCRATIZATION SECTOR PRIORITIES

This section provides a synthesis of the various priorities that came from the consultations with institutions, stakeholders and interest groups in the sector.

Priorities for Political Decentralization and Democratization:

- Improvement of service delivery to local government levels and community participation;
- Promotion of good governance and anti-corruption practices in government institutions to increase public confidence;
- Enhancing Political decentralization and democratization processes and systems;
- Promotion of citizen participation in policy and governance;
- Constitutional review and amendments;
- Enhancing conflict resolution, peace building and reconciliation; and
- Strengthening institutional capacities for decentralization and democratization.

The above sector priorities have been aligned with national, continental and global development planning frameworks as shown in the table below:

Political Decentralization and Democratization Priorities Matrix

No.	State Development Plan Priority	Somalia National Development Plan Priority	Africa Union Agenda 2063	United Nations Sustainable Development Goal
1.	Service delivery to local levels and community participation improved;	Inclusive Politics Pillar 1	Goal 12	SDG 16
2.	Good governance and anti-corruption for public confidence enhanced;	Inclusive Politics Pillar 1	Goal 11	SDG 16
3.	Political decentralization and democratization process and systems enhanced;	Inclusive Politics Pillar 1	Goal 11	SDG 16
4.	Citizen participation in policy and governance promoted;	Inclusive Politics Pillar 1	Goal 11	SDG 16
5.	Constitutional review and amendments carried out;	Inclusive Politics Pillar 1	Goal 12	SDG 16
6.	Conflict resolution, peace building and reconciliation enhanced.	Inclusive Politics Pillar 1	Goal 13	SDG 16
7.	Institutional capacities for decentralization and democratization strengthened.	Inclusive Politics Pillar 1	Goal 12	SDG 16

5.10 SECTOR EXPECTED OUTCOMES

To realize the seven priorities above the sector seeks to focus on the following outcomes in the five year plan period

Outcome 1: State powers and services effectively decentralized

This outcome seeks to strengthen the capacity for service delivery at local levels through building the capacity of institutions that are responsible for service delivery such as building and equipping Ministry(s) and local government district offices, strengthening district development committees, strengthening fiscal decentralization and monitoring and evaluation. It also focuses on ensuring decentralization is institutionalized through conduct of census to provide data for decision making and completing demarcation of district boundaries.

Outcome 2: Good governance and anti-corruption strengthened

This is an important area for the successful implementation of decentralization. The outcome focuses on implementation of good governance practices in public institutions and escalating fight against corruption in public institutions to build public trust and confidence and enhance service delivery.

Outcome 3: Democratization processes & systems established & facilitated

This outcome focuses on entrenching decentralization through financing, district boundaries demarcation, registration of political parties, holding of local and parliamentary elections and establishing election disputes resolutions mechanisms

Outcome 4: Citizen Participation in policy and governance decisions promoted

This outcome focuses on promoting a key component of political decentralization and democratization which is popular participation. It also seeks to ensure inclusivity by focusing on women, youth, and the marginalized segments of Puntland society.

Outcome 5: Federalism, Conflict resolution & Peace building enhanced

This outcome is aimed to bring Sustainable Alternative conflict resolution mechanisms to mitigate Clan & community differences. It also aims the implementation of federalism processes through engagements.

Outcome 6: Decentralization and Capacity Building

This outcome aims to promote the Intergovernmental Fiscal Transfer system improved and functionalized while at the same time Strategy for local government institute is created and its curriculum developed. This strategic effort will pave the way forward that all government service delivery to be decentralized to the local districts of Puntland

Outcome 7: IDPs, Refugees and Mixed Migration

This outcome targets to bring a sustainable solution the internally displaced people and while having a significant strategy to settle the refugees and mixed migrations

5.11 Strategic Framework

The Strategic Framework of Political Decentralization and democratization sector is expressed in the fundamental statements of Vision and Mission, Core Values, Key Guiding Principles and the Strategic Objectives underpinning the sector as elaborated below:

Vision

To achieve a fully decentralized and democratically elected system of governance that is open and where local communities effectively participate in the process of decision-making, development and administration with strong and sufficient linkages between the center and local governments.

Mission

The vision of decentralization and democratization will be achieved through clear separation of political autonomy among levels of government; implementation of election processes to provide for free and fair elections; elections of local council officials in free and fair elections; effective local popular participation in decision making; and capacity building and resource transfer to local authorities.

Guiding Principles of Political Decentralization and Democratization

The following principles will guide political decentralization and democratization:

Subsidiarity: This holds that the central authority will only perform those tasks that cannot be performed effectively at a more immediate or local level. This will enhance service delivery at the local level as the locals are more aware of their needs in terms of development and services;

Accountability: Central /State and local authorities' institutions will be accountable to each other and to the citizens that they serve in all regions and districts;

Transparency: Central and Local authorities will be transparent to the higher and lower levels for the processes undertaken and the extent to which they meet their requirements and commitments. In planning,

budgets will be public and accessible; in procurement of goods and services, the selection processes and results will be public and as between central and local authorities the resource transfer process will be clear stating the criteria of transfer and funds transferred;

Participation: Popular participation will be the design and implementation philosophy of decentralization. Citizens at the lowest levels will be involved in participatory planning and prioritization of development activities and service delivery;

Inclusion: Political decentralization and democratization will provide equal opportunity to men, women, youth, and persons living with disability, children and marginalized segments of society. This will be achieved through gender balanced quorums in key committees of procurement and recruitment, inclusion of representatives of persons living with disability in design phase of projects; affirmative action for marginalized; gender mainstreaming of service provision and election processes that will favor women by including a certain percentage reserved for women in district councils to attain gender parity.

Strategic Objective

The objective of Political Decentralization and Democratization is improved service delivery to the people of Puntland through effective participation, accountable and transparent central and local governments; with clear division of labor between the levels of government accompanied with capacity building and resources to match service delivery responsibilities.

5.12 CROSS-CUTTING ISSUES

The following are some of the cross cutting issues in this sector:

- Promoting women's inclusion and participation in politics, democratic process and decentralization;
- Strengthening civil society organizations to promote women and youth participation and inclusion;
- Appointment of more women in high-level government positions and upholding women quotas in the House of Representatives; and
- The fight against corruption in all its forms.

5.13 ROLE OF STAKEHOLDERS

The realization of the goal of political decentralization and democratization requires support from the highest levels of government. As already noted above, political goodwill will be key to achieving the promise of democratization that have evaded the state for over twenty years. The office of the President, the House of Representatives, and Judiciary and other key institutions such as Puntland Electoral Commission (currently Transitional Puntland Electoral Commission- TPEC) will play a key role in advancing the democratization processes. The Office of Vice President as the coordinating office for decentralization will play a pivotal role in advancing the decentralization goals. These State institutions are a major stakeholder in this sector.

Other key stakeholders in the sector are the various communities that form Puntland State of Somalia and who live in the nine regions. Full engagement of community leaders, elders, intellectuals, religious leaders, women and youth will provide the necessary buy-in for the activities that have been planned for the plan period. Public engagement and participation to ensure community views forms the bulk of any discourse in the sector and interventions will be necessary. Community engagement will also be critical in conflict resolutions and reconciliation among the various communities.

Public awareness and civic education is a key enabler in Political decentralization and democratization and for this reason the civil society institutions with the support of local and international non-governmental organizations working closely with the sector institutions will play a major role. Finally successful achievement of the goal of decentralization and democratization will require financial and technical support from International Development Partners.



The background of the slide features a soft-focus image of a person's face, primarily showing the eyes and nose. Overlaid on this is a large, light-orange network diagram. The diagram consists of a central circle with a line extending from its top-right to a square node. From the bottom of this circle, two lines branch out to two separate circular nodes. These two nodes are then connected by lines to a third circular node on the right and a fourth circular node on the left. The overall aesthetic is professional and modern, with a warm color palette.

IMPLEMENTATION, MONITORING AND EVALUATION AND INSTITUTIONAL ARRANGEMENT



6.1 IMPLEMENTATION ARRANGEMENT

6.1.1 INTRODUCTION

This chapter presents the implementation arrangements for the FYPDP-3 2020-2024. It highlights the existing institutional arrangements for implementation and identifies gaps/weaknesses therein that affected the implementation of RPDP 2017-19 and documents how these weaknesses will be addressed during the course of implementation of the FYPDP-3 2020-2024. The chapter further presents the institutional arrangements for implementation highlighting major roles and responsibilities of all stake holding institutions. It then identifies and presents critical institutional and policy reforms necessary to address the gaps in the existing institutional framework to accelerate implementation.

The implementation strategy aims to enhance success in the implementation of the plan through strengthening and maximizing institutional combined effect amongst the stakeholders to achieve efficiency in resource use. It therefore emphasizes the need to have a well-coordinated and strategic partnership with the private sector, development partners, the civil society and other non-state actors.

6.1.2 Objectives of FYPDP-3 2020-2024 Implementation Strategy

The main objective of this implementation strategy is to provide strategic guidance on the required institutional and policy reforms necessary to deliver the FYPDP-3 2020-2024 priorities. Specific objectives of this implementation strategy include;

- To provide an institutional framework for implementation of the Plan, based on lessons learnt during RPDP 2017-19 implementation and emerging issues; and
- To enhance efficiency in implementation of the FYPDP-3 2020-2024 for sustainable achievement of Puntland priorities.

6.1.3 Pre-conditions for FYPDP-3 2020-2024 Implementation

A number of provisions will be required for the successful implementation. These include;

- Commitment from policy makers and decision makers at all levels;
- Complete ownership of the FYPDP-3 2020-2024 by all stakeholders;
- Establishment and effective utilization of Puntland Integrated Monitoring and Evaluation System (PIMES) to support implementation;
- Effective utilization and management of Monitoring and Evaluation (M&E) information for informed decision making;
- Increased involvement and engagement of the private sector and civil society;
- Strengthened institutional integrity and elimination of corruption;
- Effective partnerships with international development partners;
- Increased human resource capacity and conducive working environment for civil servants; and
- Effective and efficient resource mobilization from all sources and effective utilization of resources by government institutions

6.2 IMPLEMENTATION COORDINATION

6.2.1 Existing Institutional Arrangements and Weaknesses

The existing institutional arrangements for implementation of government programmes and policies have gaps that need to be rectified to promote efficient implementation and achievement of the preferred development priorities under this plan. These are:

- **The Office of the President and Cabinet:** The overall oversight for implementing government programmes is under the guidance of the President of Puntland supported by his Cabinet. Due to the overwhelming duties and responsibilities in the Office of the President, the oversight function for implementation becomes a challenge. This is because there are no policy measures regarding the realization of desired sectorial results and hence measures will be put in place to facilitate ministers and their appointing authority to evaluate their performance vis-à-vis the set development targets.
- **Parliament:** This plays a significant role in facilitating implementation through their oversight and legislative roles. It receives reviews and appropriates budgets for Ministries, Departments and Agencies (MDAs). Despite Parliament's efforts to provide able oversight on the implementation of government programmes, they have not been in position to adequately ensure that the MDAs plans and budgets are aligned to Puntland Development Plans (PDPs). Parliament therefore needs to be equipped with the means and capacity to scrutinize MDAs plans and budgets to ensure alignment with FYPDP-3 2020-2024 priorities before approval.
- **The Ministry of Planning, Economic Development and International Cooperation (MoPEDIC):** The primary responsibility of planning and coordinating implementation of government programmes and policies lies with MoPEDIC. In undertaking their coordination role, the MoPEDIC operates mainly under two frameworks: (i) Inter-ministerial Planning Committee (IPC); and (ii) Core Technical Coordination Committee (CTCC) which brings together all coordinating MDAs to address coordination challenges in Government at the sector level. While these arrangements led to realization of some milestones in the implementation of RPDP 2017-19, major gaps still remain requiring urgent redress to strengthen and make the coordination role efficient. Given that the mandate of the MoPEDIC in regards to this plan is to: coordinate the implementation of government policies and programs and the implementation includes both state and non-state actors, coordination platforms need to be put in place to engage non-state actors, to engage with local and international development partners and coordinate development assistance through budget support. These and other coordinating platforms are necessary and need to be strengthened in order to ensure implementation of government programmes.
- **Sector Working Groups (SWGs):** The Government adopted a Sector-Wide Approach to Planning (SWAP) that has had positive results in other countries. This approach allowed for the establishment of SWGs that brought MDAs together into planning and implementation to realize common outcomes while efficiently utilizing the available limited resources. This quickly failed to take off as planned because the SWGs lacked operational terms of reference and clear lead agencies thus affected the implementation of the RPDP 2017-19. Moreover, the approach also complicated the allocation of resources to sector wide programming left the sectors and MDAs to work in confusion hence weakened multi-sectorial implementation.

- Ministries, Departments and Agencies (MDAs): Actual implementation starts at the MDA level. These government institutions have mandates to facilitate the implementation of Government programmes and guide non-state actors through policy formulation, setting service delivery standards, resource mobilization and disbursement, supervision of Local governments (LGs), in addition to actual implementation of state projects that are beyond LG capacity. While a number of MDAs have over time strengthened their capacity to undertake this role, a number of capacity and funding gaps and weaknesses still exist thereby affecting efficient implementation of programmes and projects. Most MDAs have limited capacity to;
 - » Turn the FYPDP-3 2020-2024 into sector level plans;
 - » Efficiently carry out procurement processes;
 - » Develop and promote donor friendly projects;
 - » Effectively monitor and evaluate projects and programmes under their mandate; and
 - » Effectively engage and develop the private sector and non-state actors into critical partners in implementing government programmes.

In addition, most MDAs lack adequate skills required to implement and manage government and non-government projects and programmes greatly affecting the supervisory role of MDAs to LGs, disempowering them to develop and implement service delivery standards as well as implement big ticket projects on time.

- Local Governments (LGs): Regions, Districts and City Administrations are the front-line service delivery entities at the grass root levels. Puntland's decentralization policy has not been fully implemented resulting in limited financing of LGs and low staffing levels and skills requirements affecting delivery of services at the local level. The planning and implementation capacity of most LGs also remains limited affecting the translation of state and sectorial development priorities into Local Government Development Plans (LGDPs), projects and programmes. LGs heavily rely on the MDAs to mobilize revenue and allocate them a percentage for service delivery which is always inadequate or is always late and short. There are no systematic mechanisms at the LG levels to facilitate engagement with the private sector and other non-state actors in the implementation of government programmes.
- Development Partners: these play a significant role in directly and indirectly sponsoring government programmes being implemented at both state and local government levels. However, only very few of them participate in the planning and implementation of programmes at the MDA or LG level thus affecting the level of financing and implementation of planned programmes and projects. Some Development Partners have lost trust in some government programmes due to corruption incidences

and inadequate capacity to utilize resources in a timely and effective manner, thus withdrawing their support or putting stringent conditions that they can barely meet greatly affecting the realization of planned results and some projects are either delayed or cancelled. In addition, many development partners fund programmes of CSOs, NGOs, INGOs that are not aligned to Puntland development priorities, creating paralleled programming and implementation leading to failure of realization of planned Puntland's Development results and targets.

6.3 FYPDP-3 2020- 2024 INSTITUTIONAL ARRANGEMENTS

6.3.1 Institutional Arrangements and Implementation Reforms

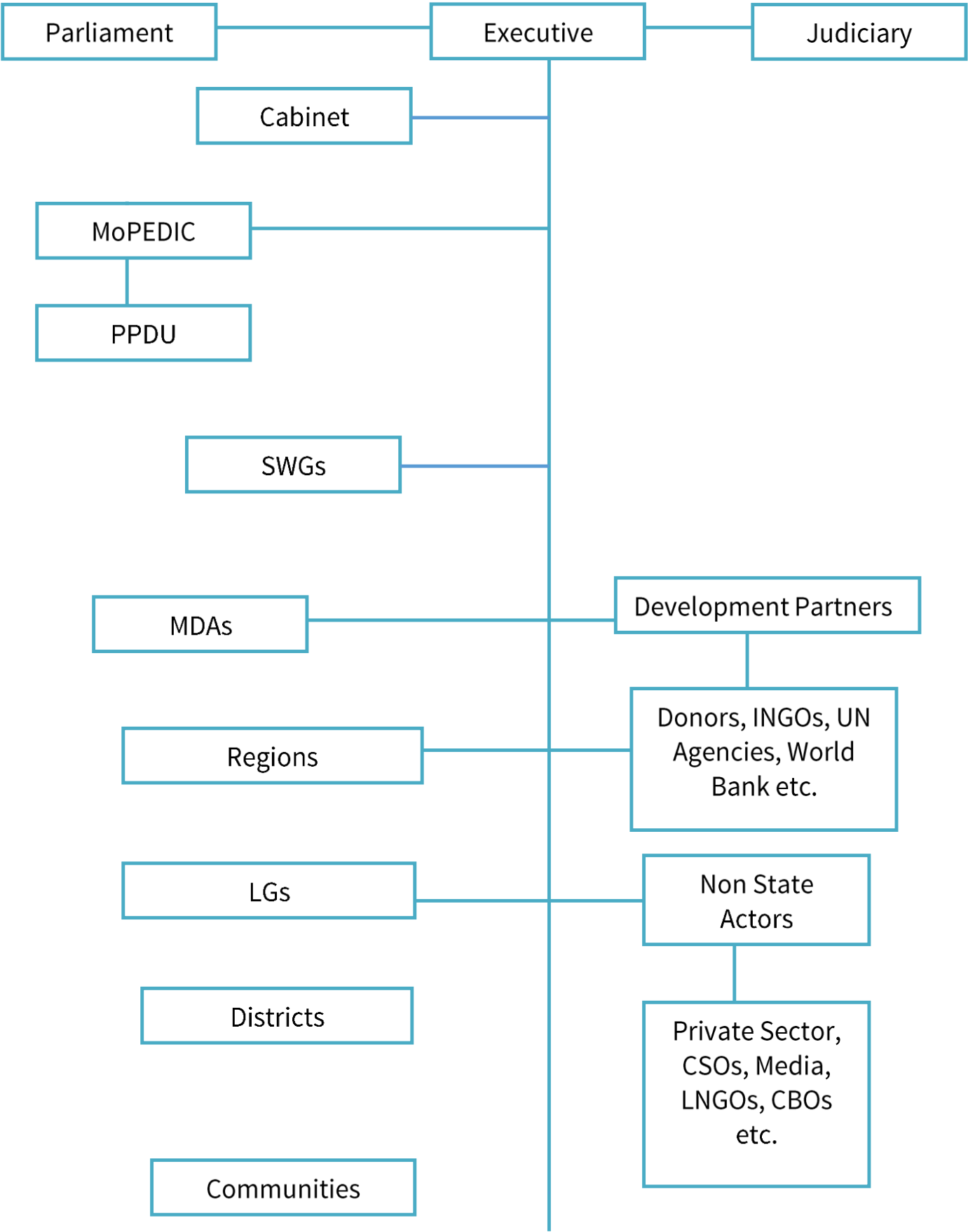
The implementation institutional arrangements for the FYPDP-3 2020-2024 highlights the channels, roles and responsibilities of the various institutions and bodies that will translate this Development Plan into actual development for Puntland State of Somalia. The institutional framework is as follows:

- **The Office of the President:** His Excellency the President will provide overall oversight and stewardship for the implementation of the FYPDP-3 2020-2024 ensuring that the state development priorities and programmes laid out in the FYPDP-3 2020-2024 deliver the promises made in his manifesto.
- **The Cabinet:** The ministers will report on progress of implementation of key programmes and projects in their ministries while highlighting the challenges that need redress to facilitate effective implementation. The ministers should be keen, vigilant and provide stewardship in the implementation of the planned projects and programmes within their sectors to achieve the sector development targets highlighted in FYPDP-3 2020-2024.
- **The Parliament:** Parliament through its oversight, legislative and appropriation functions will hold the executive accountable for service delivery to citizens of Puntland and ensure that MDAs align their work plans and budgets to the priorities in FYPDP-3 2020-2024. It will further ensure allocation of budgets to MDAs is in accordance to the FYPDP-3 2020-2024 budget. Furthermore, Parliament will be charged with ensuring that adequate legislation is in place to facilitate efficient implementation of the Plan.
- **The Policy Planning and Delivery Unit (PPDU):** A Policy Planning and Delivery Unit (PPDU) should be established. The PPDU's objective will be to translate the President's vision for Puntland into action. This Unit will jointly be managed by the Office of the President and MoPEDIC. The unit will achieve its objective by implementing the Puntland Government Delivery Strategy. The PPDU will; i) monitor and ensure timely delivery of agreed Government Priorities; ii) continuously follow up and report to the president in a bi-monthly basis briefing on all of the prioritized projects in detail, including milestones, bottlenecks to be addressed/overcome and priority timelines; iii) provide practical support to the implementing Ministries, Department and Agencies (MDAs) to unblock premature impediments to the Government priorities and iv) provide public information relative to the implementation of the different priority projects in Puntland. The Unit will ensure that the Cabinet and Parliament is fully updated on progress of implementation of Government Policies and Programs and will also make decisions or recommendations necessary to resolve implementation challenges.
- **MoPEDIC:** Coordination of implementation of the Plan across all sectors of the economy is the responsibility of the Ministry of Planning Economic Development and International Cooperation. MoPEDIC will be required to establish mechanisms and platforms to ensure that coordination of implementation of the development plan covers the public, private sector actors, civil society, development partners and all other non-state actors. In this regard, MoPEDIC will need to design a system that captures progress on implementation both among public and private sector actors. MoPEDIC will also need to design a partnership instrument with all the private sector, development partners, and the civil society implementing partners to create a binding and partnership agreement

for ease of coordination of implementation. This role therefore will require that MoPEDIC's capacity is enhanced to efficiently coordinate the entire scope of stakeholders involved in implementation of the FYPDP-3 2020-2024.

- **Sector Working Groups (SWGs):** SWGs will be charged with the responsibility of implementation of sectoral programmes and projects highlighted in the FYPDP-3 2020-2024. In that regard, all sectors will develop Sector Development Plans (SDPs) and Budget Framework Papers (BFPs) that are aligned to the priorities of the FYPDP-3 2020-2024. The Sector Working Group approach will require bringing on board all public, private and other non-state actors into the sectoral planning process and implementation. Consequently, SWGs will be formally institutionalized and will be required to have clear leadership structures, a lead agency and, more importantly, a functional secretariat to coordinate sector planning, implementation, monitoring and evaluation. The roles of the non-state actors such as the private sector, civil society, media and development partners will be clearly articulated.
- **Ministries, Departments and Agencies (MDAs):** MDAs will continue to develop agency specific plans in line with the results and desired targets set out in the SDPs that a particular agency is party to. This will require designing and implementing state capacity building programmes in the areas of planning, project implementation, monitoring and evaluation, procurement to build capacity of MDAs to ably translate state plans into sector level plans with proper sequencing of projects and to effectively engage the private sector as strategic partners in implementation of programmes. MDAs capacity to develop and enforce service delivery standards will also be an area of key focus during implementation.
- **Regional-Level Implementation Mechanisms:** Due to the implementation challenges arising from the small size nature of a number of districts, the financial and human resource capacity constraints as well as the need for efficient utilization of resources, regional implementation mechanisms will be designed and implemented on a service delivery and project basis. These mechanisms will facilitate allocation of staff at regional level to handle a number of districts especially in the areas of transport and works energy, physical planning, procurement among other key areas. These mechanisms will also facilitate the implementation of special programmes that include; i) Regional Development Planning Committee (RDPC) and ii) District Development Planning Committee (DDPC).
- **Local Governments (LGs):** These are the front-line service delivery units. During the implementation of the FYPDP-3 2020-2024 all LGs will be required to produce and implement development plans that are aligned to FYPDP-3 2020-2024 priorities. Since most of the funding for LGs is conditional and determined by the line ministries, LGs will be required to develop their plans in consultation with the various SDPs while taking into consideration their local development priorities. In addition, all LGs will be required to engage and ensure participation of the private sector, civil society and other non-state actors during the planning and implementation processes.

Figure 6.1 FYPDP-3 2020-2024 Implementation Institutional Framework



6.4 MONITORING AND EVALUATION STRATEGY

6.4.1 Introduction

This section articulates the monitoring and evaluation (M&E) institutional arrangements, reporting mechanisms as well as the M&E capacities that should be put in place for the sectors, MDAs and local governments to support the supervision of the implementation, achievement and measurement of the results under the FYPDP-3 2020-2024.

This monitoring and evaluation strategy has been designed taking into account the lessons learned under the RPDP 2017-19 period and the proposed reforms. It also includes a detailed Results Framework that will guide the collection, analysis and reporting of data and information needed to assess progress towards the realization of Puntland's Development Priorities and Objectives. It will be used to generate data for evidence-based planning and accountability in monitoring government policies and programmes; institutional learning through data utilization and sharing; as well as decision making through measuring the impact of development interventions.

6.4.2 Monitoring and Evaluation during the RPDP 2017-19 Period

(i) Achievements

The M&E initiatives implemented during the RPDP 2017-19 plan period partly contributed to a degree of promotion of accountability and transparency. Increased demand for performance and results within Government institutions, programmes and projects by the civil society, development partners and citizens of Puntland also necessitated the strengthening of M&E within Puntland.

- This enabled the strengthening of performance monitoring, assessments and reporting across all levels of government both at state and local government especially with support from development partners;
- The M&E department introduced the production of mandatory/periodic reports including the Annual Government Performance Report (AGPR), Quarterly Sector Reports, INGO Program Implementation Reports to mention but a few;
- The department developed the Puntland M&E Policy, M&E Framework and Sector M&E Strategy which were aimed at enhancing the measurement of good governance and accountability in Puntland government institutions;
- The Puntland M&E Policy meant to facilitate Government, the legislature and other actors to access greater evidence to inform policy and programmatic decisions, and to hold the public sector accountable for its utilization of resources. The policy was designed to clarify the roles and responsibilities of the various actors in the assessment of public policies and programmes; and
- The M&E Policy and Framework also strengthen the coordination of public and private institutions in the supply and demand of M&E information and also provide for the enhancement of capacities of MDAs and LGs in terms of skilled personnel, requisite infrastructure, and policy environment for M&E.

(ii) Challenges and Constraints in monitoring and evaluation

Although some achievements were realized from implementing the Puntland M&E Policy and Framework, Puntland's M&E systems still face a number of challenges that include;

- The culture of making decisions and policies basing on accountability and of evidence-based management is still not yet well-established and widespread in Puntland's public sector except in the non-state sector especially with the INGOs;
- Results Based M&E as a value addition tool for guiding Government policies, programs and as such, it is omitted from strategic planning to implementation which makes the implementation of government programs and projects fall short of intended results;
- The implementation of SDPs and LGDPs are not always based on a sound situation analyses to have solid baseline data which would be used for evaluation of government interventions. This makes the identification of measurable performance indicators difficult, setting unachievable targets and assigning feasible time frames;
- The capacity of M&E is still low in Puntland especially in the public sector where implementers at programme and project level lack the skills to use logical frameworks and results frameworks to ensure

- synchronization of actions (operational planning) with the PDPs; and
- To date the delayed launch of PIMES and integrate information systems into M&E has also limited the proper automation and streamlining of M&E functions in the state. The lack of integration has resulted in difficulties in using and validating data.

6.4.3 Processes and Tools for Monitoring

For the Five Year Development Plan to be successfully implemented, effective incorporation of the M&E function is very instrumental. The M&E system should clearly articulate the M&E institutional framework to be utilized and the reporting and dissemination approaches as well as ensuring that adequate M&E capacities are built for the relevant personnel that will be involved in the implementation of this plan. The following subsections elaborate the M&E arrangements that will be used to monitor and evaluate the implementation of FYPDP-3 2020-2024.

6.4.4 FYPDP-3 2020-2024 M&E Institutional Framework

The system proposed below is similar to the one used in Uganda, Kenya and Tanzania to guide implementation of those country's Development Plans. It was introduced from Malaysia after it enabled the achievement of economic transformation in only one generation.

Table 6.1: FYPDP-3 2020-2024 M&E Institutional Framework

Institution	Description
The Presidential Review Council (PRC)	The Presidential Review Council chaired by the President will serve as the highest decision making organ of government that will monitor FYPDP 2020-24 implementation and hold all responsible government institutions accountable for the achievement of their respective results on an annual basis.
The M&E Technical Working Group (TWG)	A multi-stakeholder body led by the M&E Department in MoPEDIC that facilitates, enables and provides professional and engaged decision making on M&E in the public sector. The TWG will be responsible for guiding and overseeing the development and implementation of the M&E policy, strategy and system.
FYPDP 2020-24 Annual Review Forum	This forum will assess the FYPDP 2020-24 performances on an annual basis. The forums will also receive reports on the projects and programmes at various stages of the public investment management cycle i.e. pre-implementation phase, implementation phase and post implementation phase. Chaired by H.E the President, the Forum will comprise Ministers, DGs, CSOs, Local Governments, Cultural Institutions, Development Partners, Religious Leaders and Private Sector Representatives.
Sector Review Forum (SRF)	Sector M&E capacities will be enhanced to enable them better perform their monitoring and evaluation functions. Sector reviews will focus on reporting performance against agreed priority interventions and results. These reviews will take place twice a year to consider progress made in achieving the sector results, including of programmes implemented by Development Partners, Private Sector and Civil Society.
Local Government Review Forum	They will review the progress made by LG on the implementation of FYPDP 2020-24 priorities at the decentralized level. This Forum will review LG performance on an annual basis. It will also review the status regarding LG projects and programmes at the various stages of implementation.

Table 6.2: The FYDPD-3 2020-2024 M&E Framework Structure (MEFS)

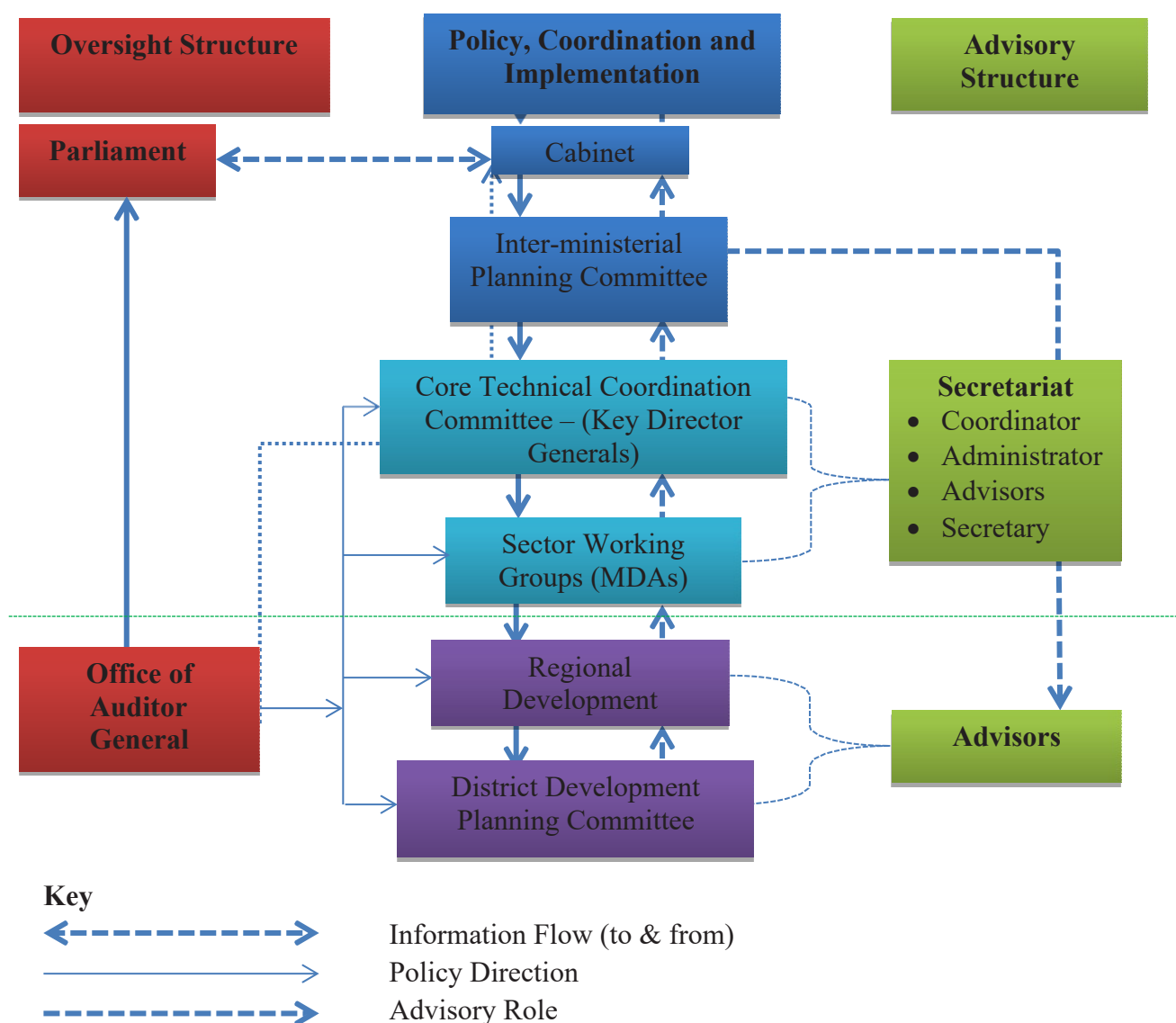
Structure	Functions
OoP and Cabinet	<ul style="list-style-type: none"> • The cabinet is another branch of policy level which oversees the projects/programs implemented by Government institutions. • Review monitoring and evaluation related policies before being approved by the parliament; • Provide inputs, comments and suggestion on Monitoring and Evaluation Policy; • Measuring the deliverables and results of all programs implemented by Government institutions, UN agencies, and NGOs at sectoral level; • Check whether national Monitoring and Evaluation Framework is aligned with M&E Policy and the Five Year Puntland Development Plan; and • Take a stringent action from Government institutions, UN agencies and NGOs that failed either to implement the programs as intended or comply with M&E Policy.
Parliament	<ul style="list-style-type: none"> • Endorse Puntland Monitoring and Evaluation Policy; • Review programs' financial reports on monitoring and evaluation received from the General Auditor and take appropriate actions when needed; • Take firm actions from Government institutions that failed programs implementation; and • Take a decision after thoroughly reviewing monitoring and evaluation reports submitted by MoPEDIC on Government institutions, UN agencies, local and international NGOs.
Auditor General	<ul style="list-style-type: none"> • Oversee the program's implementation budget whether it is being used properly and meets its intended financial requirements; • Share the Monitoring and Evaluation Reports submitted by MoPEDIC with cabinet and parliament to effectively take actions on those Government institutions, UN agencies and non-governmental organizations (international and local) that have failed to comply with M&E policy or abstain from to be monitored or evaluated; and • Track down all project/program financial reports submitted by implementing institutions to meticulously assess whether program's resources were utilized properly and efficiently.
Inter-ministerial Planning Committee (IPC)	<ul style="list-style-type: none"> • Inter-ministerial Planning Committee is high-level decision makers that have been derived from Government ministries and Chairpersons of Government institutions chaired by Ministry of Planning, Economic Development and International Cooperation. The key tasks of this committee include: • Make sure that each government institution's annual plan is aligned with the FYDPD-3 2020-2024 outputs and outcomes; • Check, review and endorse project monitoring reports submitted by the Core technical coordination committee under the leadership of MoPEDIC;

	<ul style="list-style-type: none"> • Assess whether monthly, quarterly and annual planning, monitoring and evaluation reports feed into FYPDP-3 2020-2024 or not. These reports are aimed to facilitate corrective actions at policy, management and implementation levels in order to positively influence programs; • Inter-ministerial Planning Committee meets once a year to reflect what was achieved, limitations experienced, corrective measures undertaken and way forward; • Ensure that Monitoring and Evaluation budget is available and utilized as intended; and • MoPEDIC will nominate Secretariat comprising coordinator, administrator, advisors and secretary to technically facilitate all tasks required to be executed by the Inter-Ministerial Planning Committee.
Core Technical Coordination Committee (CTCC)	<ul style="list-style-type: none"> • Core Technical Coordination Committee includes key General Directors from all Government institutions chaired by MoPEDIC Director General. The Core Technical Coordination Committee (CTCC) main duties include: • Follow up individual institutional annual plans, progress reports and reviews and make sure that all stakeholders play their respective roles when undertaking national monitoring and evaluation under the auspices of MoPEDIC; • Consolidate, collate and produce State Annual Development Plans that show Programmes/Projects clustered into the four sectors of the Plan and their budgets; • Compile and consolidate all the quarterly reports, covering the reform programmes of Puntland State Government of Somalia; • Carry out quarterly performance monitoring, combines budget execution and monitoring alongside progress monitoring against planned outputs and activities; • Core Technical Coordination Committee meets 4 times a year; • Review monitoring and evaluation reports submitted by sector working groups; • Decentralizing the national M&E system to regional and district levels; • MoPEDIC will nominate secretariat comprising coordinator, administrator, advisors and secretary to technically facilitate all tasks required to be executed by the Core Technical Coordination Committee; and • Prepare quarterly and annually reports on undertaken activities aligned with the FYPDP-3 2020-2024.

M&E Technical Working Group (SWG)	<ul style="list-style-type: none"> • Drawn from institutional M&E Units nominated by Core Technical Coordination Committee with the consultation of Inter-Ministerial Planning Committee. The sector working groups is chaired by MoPEDIC M&E Director and its main duties include; • Collect annual plans, project proposals and implementation plans from Government institutions, UN agencies and non-governmental organizations (local and international); • Facilitate all M&E technical and administrative support needed by Core Technical Coordination Committee; • Collate and maintain all projects/programs documents submitted by implementing institutions by putting in a data-base for preservation; • Improve coordination and communication with all M&E stakeholders; • Undertake capacity building training for M&E Government staff on monitoring and evaluation basics and tools; • Facilitate and arrange quarterly and annual Core Technical Coordination Committee and Inter-Ministerial Planning Committee meetings; • Check and review M&E reports submitted by Regional Development Planning Committee; • Develop M&E tools and training materials with the consultations of all concerned parties for their inputs and comments; • MoPEDIC will nominate Secretariat comprising coordinator, administrator, advisors and secretary to technically facilitate all tasks required to be executed by the sector working groups; • Close collaboration with project beneficiaries and implementers to make sure that all project stakeholders are full engaged in all project phases; • Meet 4 times a year; and • Prepare monthly, quarterly, and annually monitoring and evaluation key activities reports.
Regional Development Planning Committee (RDPC)	<ul style="list-style-type: none"> • Regional Development Planning Committee consists of MoPEDIC regional coordinators in all Puntland regions. RDPC mains task include; • Track down all programs implemented by Government institutions and non-governmental organizations in their jurisdiction area; • Make sure all on-going humanitarian or developmental interventions in their regions are aligned with the FYDPD-3 2020-2024; • Maintain good Rapport with regional governor; • Closely coordinate with national M&E team when they are executing their assignments in the region; and • Prepare monthly, quarterly and yearly reports and submit to Sector Working Groups.
District Development Planning Committee (DDPC)	<ul style="list-style-type: none"> • District Development Planning Committee is constituted district coordinators and responsible for: • Oversee whether the programs implementation in the district are in the right way and achieving its intended outputs and results;

	<ul style="list-style-type: none"> • Take part with project's internal monitoring to make sure beneficiaries' participation in all projects life cycle ; • Make a report on failed projects that did not meet expected deliverables and results; and • Submit the report to Regional Development Planning Committee.
Development Partners (DPs)	<ul style="list-style-type: none"> • Provide an external perspective on Puntland State Government performance and results; • Provide feedback to domestic and international constituencies on Puntland State Government performance and results; and • Assist Puntland State Government through financial, technical and other forms of assistance to strengthen its performance.

Figure 6.2: Institutional Structure for FYDPD-3 2020-2024 Monitoring and Evaluation



6.5 EVALUATION AND POLICY RESEARCH

6.5.1 Evaluation

All programmes and projects under the FYPDP-3 2020-2024 will be rigorously evaluated in order to gauge their value-for-money and level of success and measure their impact. This will be done to ensure learning from implementation of public policy interventions.

All MDAs and LGs in collaboration with their respective Sector Working Groups will draft and implement an Evaluation Plan that they will follow whenever conducting evaluation of big government and non-government programmes and projects in reference to the results framework of the FYPDP-3 2020-2024. The type of evaluation to be planned for and conducted should reflect the nature and scope of the programme or project. The evaluation plans for the MDAs and LGs should have the following minimum requirements;

Evaluation	Regularity
Baseline Study	During the planning and designing phases of the programme/project.
Mid-Term Review	At the mid-point in the programme/project to measure progress against the intended development priorities as prescribed in the results framework of this plan so as to provide recommendations for corrective measures where challenges have been observed.
Final Evaluation	At the end of the programme/project. An end line evaluation will be conducted for key front-line service delivery programmes and projects in all sectors by the line ministries or SWGs using value for money as the primary criterion.

The lead implementing MDA which is MoPEDIC will be responsible for the design, management and follow-up of all programme and project evaluations (including baseline and mid-term reviews) for this Plan. All major programme/project evaluations will be conducted by external evaluators to ensure independence. The M&E Department at MoPEDIC will provide standards and guidance for conducting project evaluations, and will manage an evaluation database.

6.5.2 Policy Research

Policy research will be conducted either through primary research where field activities are undertaken (field studies) or through secondary research where relevant documents will be reviewed (desk studies). Two types of policy research will be ideal depending on the prevailing situation. These include;

Type of Policy Research	Description
Policy Analysis	This will be used as the best type of policy research where a comparison of several policies, procedures and strategies to identify the most suitable option for the people of Puntland. Whenever government or its MDAs is formulating a Policy and/or when defining implementation processes and strategies within the framework of this PDP, they should opt for policy analysis.
Policy Evaluation	The impact or the effectiveness of an implemented policy will need to be evaluated. Research methods will be employed in assessing the impact of a given policy or procedure after the implementation of the policy or program. Both primary and secondary research methods will be used to evaluate the success of the policy and recommendations for corrective measures suggested.

Table 6.3: Performance Reporting and Dissemination of Results

State-Wide Performance Reports			
Report	Description	Regularity	Dissemination
Puntland Development Report (PDR)	Produced by MoPEDIC to the Parliament providing an assessment of the development performance of Government and provides an overview of the progress made towards achievement of FYPDP 2020-24 objectives and targets.	Annually	MDAs and other stakeholders (private sector, civil society, development partners, researchers, etc.), through the FYPDP 2020-24 Annual Review Forum.
Government Annual Performance Report (GAPR)	Produced by MoPEDIC to facilitate internal review of Government performance by Cabinet providing analysis of the performance of sectors and MDAs against the state budgetary resource allocations focusing on assessing progress on work plans for MDAs.	Annually	Government Retreat with Cabinet Ministers, DGs, local government leaders and various technical officers in attendance.
Annual Budget Performance Report (ABPR)	Ministry of Finance supported by MoPEDIC providing information on the performance of the state Budget against the annual plans.	Annually	MDAs, local governments and development partners.
Annual Puntland Economy Report	Produced by Puntland State Bank to provide information on the performance of the monetary policy, financial services sector and the external sector providing an assessment of the performance of the economy in relation to global perspectives and trends, including the Puntland's prospects.	Annually	Parliament, MDAs, Private sector, Development Partners, CSOs, Media, Donors, Citizens and all other Puntland Economic Stakeholders.
Sector Level Reports			
Bi Annual Sector Performance Report	Produced by the SWGs as the main reference material during the FYPDP 2020-24 annual review forum based on the FYPDP 2020-24 results indicators.	Bi Annual	All stakeholders
Local Government Level Reports			
Local Government Performance Report	Produced by local governments on their performance in reference to their work plans and implementation of outputs in the FYPDP 2020-24.	Semi Annually Annually	MoIFAD

6.5.3 The Programmatic and Thematic Approach to Sector Level M&E Arrangements

- i. Programmatic M&E: The Government will monitor and evaluate both government and non-government programmes defined by a strategic direction over a longer period of time. The series of projects working towards individual programme objectives will be tracked and assessed basing on the key performance indicators within the sectors in which they fall. When monitoring and evaluating a programme, goals and objectives of contributing projects will be included as part of the hierarchy of objectives, rather than just focusing on high level results.
- ii. Thematic M&E: The Government will monitor and evaluate specific Line MDAs and Implementing Agencies' programmes and projects basing on the thematic priorities within the sectors in which they operate in order to promote cross learning from one sector to another.

Table 6.4: Monitoring and Evaluation Calendar

M&E Activity	Dates & Deadlines	Report	Responsibility	Data Consumers
Monthly Monitoring	10th – 15th of every Monthly	Monthly Monitoring Report	Line MDAs	Line MDA, Applicable Implementing Agency
Quarterly Sector Performance Monitoring	20th of April, July, October, January	Quarterly Sector Performance Report	MoPEDIC	Government, Applicable Development Partners
Sector Monitoring and Evaluation (Bi-Annual Performance Review)	15th of June and December	Sector Monitoring and Evaluation Report	MoPEDIC, MDAs	Government, Applicable Development Partners
Annual Sector Monitoring and Evaluation	20th December	Annual Sector Monitoring and Evaluation Report	MoPEDIC, MDAs	Government, Donors, All Development Partners
Annual Sector Review Workshop	5th January	Annual Review Report	MoPEDIC, MDAs	Government, Donors, All Development Partners
Baseline Study	Before programme/ project implementation	Baseline Report	MoPEDIC & Line MDAs	MoPEDIC & Line MDAs, Applicable Implementing Agency
Mid-Term Review	Midway through government programme/ project	Midterm Review	MoPEDIC & Line MDAs	Government, Donors, All Development Partners
Final Evaluation	At the Completion of Government and Non-Government Program/Project	Final Evaluation Report	MoPEDIC & Line MDAs	Government, Donors, All Development Partners

6.5.4 Capacity Development for M&E

Although a capacity building program was developed during the implementation of the RPDP 2017-2019, it was not implemented as only a handful of M&E personnel have been trained. The M&E Department and other M&E units are still limited by insufficient capacities to manage all their M&E obligations especially in the implementation of the Puntland Development Programmes and Projects.

The capacity challenges rise considerably down the chain from the state to the local governments where there are full time M&E officers at the regions and district levels which are the front line service delivery points which require vigorous M&E processes. The M&E functions are then delegated to service delivery civil servants like; education officers, health officers, community development officers among others who themselves have their own primary functions and priorities and most importantly have limited M&E skills.

(i) Building M&E capacities

The need to strengthen M&E capacities at all FYPDP-3 2020-2024 implementation levels (state, sectorial and local government levels). The assessment conducted of M&E capacity during the RPDP 2017-19 highlighted several deficiencies that need to be redressed in order to effectively improve the M&E function during the implementation of the FYPDP-3 2020-2024. So far, the MoPEDIC has a capacity building program but lacks the financial support to implement it.

MoPEDIC working together with Puntland's Development Partners especially will prepare a detailed training plan based on the recommendations made in the 2019 M&E Capacity Assessment Report for Puntland's M&E Working Technical Group, M&E officers in the SWGs and M&E personnel at the Regions and local governments. The training plan will also stipulate the:

- Minimal staffing requirements at each level of FYPDP-3 2020-2024 implementation;
- Clear roles and responsibilities for each position in the M&E units at each level; and
- Minimum funding requirements for the M&E units at each level

Table 6.5: Minimum Staffing Requirements for M&E at all Levels

Implementation Level	Institutions	Minimum Staffing Requirements
Government level	OoP	5
	Parliament	3
	Judiciary	3
State level	MoPEDIC	10
Sector level	MDAs	3
Regional level	Regions	2
District level	Districts	1
Community level	Community	1

(ii) Capacity Building Actions

A number of important capacity building actions are required for each of the key institutions at each level of FYPDP-3 2020-2024 implementation. These have been provided in the table below.

Table 6.6: Capacity Building Actions required for each of the Key Institutions

Table 6.6: Capacity Building Actions required for each of the Key Institutions

Institution	Actions
Government level	
OoP, Parliament and Judiciary	<ol style="list-style-type: none"> 1. Strengthening the oversight monitoring, accountability and reporting; 2. Enhance capacity for coordinated reporting on oversight field monitoring and reporting on oversight committee recommendations and follow up actions; 3. Establishing an M&E Unit at Parliament to synthesize and provide sufficient briefs for timely parliamentary follow up of recommendations contained in legislative reports; 4. Strengthening the M&E Unit in the OoP so that they can monitor and evaluate all programmes and projects directly initiated by the OoP; and 5. Establishing an M&E unit in the judiciary to monitor and evaluate all programmes and projects directly implemented under the stewardship of the judicial council.
State Level	
MoPEDIC	<ol style="list-style-type: none"> 1. Providing equipment for conducting M&E activities; 2. Availing resources for coordination of M&E functions across the state; 3. Capacity for facilitating alignment of LGDPs and MDA work-plans to the FYPDP-3 2020-2024; 4. Capacity strengthening for production of the GAPR; and 5. Designing and establishing the Puntland Integrated Monitoring and Evaluation System (PIMES) to support the collection and storage of data for FYPDP-3 2020-2024 reporting.
Sector Level	
MoF	<ol style="list-style-type: none"> 1. Capacity for continued alignment of Puntland's Annual Budget and sector budgets to the FYPDP-3 2020-2024; and 2. Capacity for timely production of macro-economic reports and papers especially Puntland's expenditure outlay reports.
MoIFAD	Capacity to coordinate the implementation of LGDPs and play a central role in the reporting and managing feedback between LGs and MDAs.
MDAs	<ol style="list-style-type: none"> 1. Providing resources and equipment to facilitate M&E activities; 2. Designing, establishing and maintaining FYPDP-3 2020-2024 reporting system; 3. Training of personnel to FYPDP-3 2020-2024 monitor progress reporting and evaluation/policy research; and 4. Capacity to conduct M&E data collection, analysis and reporting for the FYPDP-3 2020-2024.
Local Government Level	
Regions, districts and communities	Resources for regional and district M&E data collection, coordination and progress reporting of LGDPs aligned with the FYPDP-3 2020-2024

Non State Actors	
CSOs, Media, Private Sector	<ol style="list-style-type: none"> 1. Non State Actors' M&E capacity is necessary to be strengthened for them to participate in the provision of independent assessments on FYPDP-3 2020-2024 implementation and overall service delivery. Capacity strengthening actions include: 2. Training of trainers for field work, data collection and analysis; 3. Building capacity for designing of surveys and evaluative studies; and 4. Building capacity for reporting and communication of findings.

6.6 ALIGNMENT WITH NATIONAL, CONTINENTAL AND GLOBAL FRAMEWORKS

6.6.1 Alignment with Somali National Development Plan -9

FYPDPD-3 2020-2024 has not been developed independently of the National Development Plan (NDP-9 2020-2024). In fact this plan has been developed to feed into the NDP-9 pillars. The FYPDPD-3 2020-2024 M&E Framework was developed in alignment with the NDP 9 M&E results framework. The following table shows the linkage between the FYPDPD-3 2020-2024 and NDP-9 2020-2024.

Table 6.7: Linkage between the FYPDPD-3 2020-2024 and NDP-9 2020-2024

FYPDPD-3 2020-2024 Sectors	FYPDPD-3 2020-2024 Priorities	NDP-9 2020-2024 Pillars
Political Decentralization & Democratization Sector	Enabling political decentralization and democratization in Puntland	Inclusive Politics (Pillar 1)
Rule of Law, Security & Justice Sector	Advancing the rule of law, security and justice in Puntland	Security And Rule Of Law (Pillar 2)
Economic Development Sector	Stimulating the economic development of Puntland	Economic Development (Pillar 3)
Social Services Development Sector	Efficient delivery of social services to the people of Puntland	Social Development (Pillar 4)

In carrying out the M&E function during the implementation of this plan, FGS concerned representatives will be invited to participate in the Annual Performance Reviews, Mid - Term Performance and Final Evaluations. The M&E periodic reports that will be produced from the M&E function will be disseminated to all concerned parties at the FGS level to be harmonised with the NDP-9.

6.6.2 Alignment with the Sustainable Development Goals (SDGs), Agenda 2063 and Global Commitments

Just as this development Plan is not independent of the NDP-9; it is not isolated from the aspirations of Africa and those of the Globe. Thus, the FYPDPD-3 2020-2024 has been developed in line with the African Agenda 2063 and the United Nations Sustainable Development Goals (SDGs) 2030. Also, the implementation of all government and non-government programmes and projects will be done in accordance with the African and Global development Goals. The following table provides and elaborate linkage between this FYPDP 3 2020-2024, Agenda 2063 and SDGs;

Table 6.8: Alignment of the FYDPDP-3 2020-2024 to the NDP-9 and to the SDGs and Agenda 2063

FYDPDP-3 2020-2024 Sectors	NDP-9 2020-2024 Pillars	Agenda 2063
Political Decentralization & Democratization Sector	Inclusive Politics (Pillar 1)	8,11,12,17,18
Rule of Law, Security & Justice Sector	Security And Rule Of Law (Pillar 2)	13,14,17,19
Economic Development Sector	Economic Development (Pillar 3)	1,4,5,6,7,9,10,17,20
Social Service Sector	Social Development (Pillar 4)	1,2,3,16, 17,18

6.7 RESOURCE REQUIREMENTS AND MOBILIZATION

For effective M&E function to thrive during the implementation of the FYDPDP-3 2020-2024, there needs to be vigorous resource mobilization to finance M&E operations. Resources should be pooled from Government, donors, development partners and non-state actors. The resources will be used to provide logistics and administrative support to Monitoring and Evaluation functions at all levels of implementing this plan.

Two funds were suggested in the M&E Policy of 2018 that were aimed to provide support to the development and advancement of a coherent M&E system in Puntland. Although these funds were endorsed by the cabinet and parliament, the utilization and financing of these funds fell short and as such vigorous mechanisms need to be established to finance these funds in order for them to be utilized by M&E TWG and other relevant institutions. These funds are described in the table below;

Table 6.9: M&E Funds to Facilitate Effective Resource Mobilization and Utilization

Fund	Description
Puntland Performance Monitoring and Evaluation Fund	Facilitates all M&E activities undertaken by MoPEDIC The annual government budget allocates three per cent of the total expenditure on M&E activities carried out during the implementation of the FYDPDP-3 2020-2024
Project Monitoring and Evaluation Fund	Established and administered by the MoPEDIC One per cent of every donor funded programme or project implemented in Puntland in contribution to the FYDPDP-3 2020-2024 is earmarked for the MoPEDIC M&E department budget to facilitate their activities of monitoring and evaluating projects undertaken by different non-government entities under their sectorial MDAs.

6.8 INSTITUTIONAL WORK PLANNING AND COORDINATION CAPACITY

For the M&E function to be incorporated in the implementation of this Plan, there is need to strengthen M&E institutions, their systems and their respective capacities to work together in order to fulfill their functions strategically, connect with key allies and partners, and expand to serve the people of Puntland.

The capacity of M&E TWG members should be strengthened for them to be able to develop individual work plans, department work plans, and sector wide work plans. In addition coordination mechanisms

should be strengthened in all Government SWGs including the M&E TWG so as to enhance the success in the implementation of the programmes and projects suggested in this Plan while minimizing overlapping responsibilities. The table below shows the suggested reforms for improving institutional work planning and coordination of M&E relevant institutions during the implementation of the FYPDPD-3 2020-2024;

Table 6.10: Reforms for Improving Institutional Work Planning and Coordination

Reform	Description
Increase streamlining of existing M&E systems	1. Ensure that government programs are effectively and efficiently planned for and implemented without duplication;
Identify and prioritize information needs	2. Clear identification of the users of the M&E system at various levels;
Enhance the reporting formats and guidelines	3. M&E institutions working together through a unified reporting system with uniform standards of data collection, analysis and reporting; 4. Joint M&E missions/exercises and reports should be used to the maximum extent possible;
Rolling out the PIMES	5. Effective and automated citizens based monitoring and an outcomes evaluation support that promotes accountability to the citizens of Puntland.

6.9 THE FYPDP-3 2020-2024 RESULTS FRAMEWORK

The results framework attached in the annexure focuses on the measurement of results at the state wide level. It is from this results framework where Sector Development Results Frameworks and LGDP Results Frameworks will be extracted from. The Result Framework will be used to measure and assess progress during implementation of the FYPDP-3 2020-2024.

MoPEDIC will commission a baseline survey within the first six months of the approval of the FYPDP-3 2020-2024 to determine the factual baselines and establish feasible targets for all the indicators in this Results Framework. MoPEDIC will lead both the mid-term and final evaluation exercise of the FYPDP-3 2020-2024 and disseminate the results to all stakeholders to guide the preparation of the future Puntland Development Plan.

ANNEXTURES

ANNEX 1: Results Frameworks for the four sectors

Annex 1 (a): Economic Development Sector Results Framework

Sector Priority: Stimulating the Economic Growth & Development of Puntland

FYPDP 2020-2024 Priorities	Indicators	Baseline	Target	MoV	Assumption	2020	2021	2022	2023	2024
Livestock Production & Trade										
Sub Sector Priority: Improved Profitability & Sustainable Utilization of Livestock Resources										
Outcome 1: Animal Health & Quality Improved										
Output 1.1: Animal disease prevention & control measures improved	# of animals vaccinated against common diseases	21.6m (total livestock population number)	15m to be vaccinated	Sector M&E Reports	Budget Allocation	3m	3m	3m	3m	3m
	# of animals treated against endemic diseases	21.6m (total livestock population number)	10m to be treated	Sector M&E Reports	Budget Allocation	2m	2m	2m	2m	2m
	Establishment of PPR Vaccine stocks	0	4	Stock Reports	No resurgence of the PPR disease		1	1	1	1
Output 1.2: Disease surveillance & reporting strengthened	# of labs established	3	2 new labs to be established	Sector M&E Reports	Budget Allocation Funding and Technical support from Development Partners		1		1	
	# of vet clinics established	5	8 new clinics to be established	Sector M&E Reports	Budget Allocation Funding and Technical support from Development Partners		3	2	2	1
	# of districts & regional offices supported	6	6 new offices to be established	Sector M&E Reports	Budget Allocation Funding and Technical support from Development Partners		2	2	2	

	# of surveillance teams trained & operationalized	10	6 new teams to be established	Sector M&E Reports	Budget Allocation Funding and Technical support from Development Partners		2	1	1	2
Outcome 2: Animal Nutrition & Productivity Improved										
Output 2.1: Livestock development improved	Meat processing factory established	0	1	Sector M&E Reports	Budget Allocation Funding and Technical support from Development Partners			1		
	Milk and quarantine act s developed, enacted and enforced	Draft	2 (Milk & quarantine)	Sector Biannual Report	Capacity Budgetary Allocations		1	1		
	Forage & feed farms established 4 Ha	0	10 forage farms established	Sector Biannual Report	Capacity Budgetary Allocations		2	3	3	2
	Breed genetic) improvement	0	50 families to be targeted	Sector Biannual Report	Capacity Budgetary Allocations		25	25		
Output 2.2: Livestock essential service extended	# of pastoral farmer field schools (PFFS) established	1	4 new PFFS schools established	Sector M&E Reports	Budget Allocation Funding and Technical support from Development Partners		1	1	1	1
	# of pastoral awareness & education campaigns conducted	Twice a year	9	Sector M&E Reports	Budget Allocation Funding and Technical support From development Partners	1	1	1	1	

FYPDP 2020-2024 Priorities	Indicators	Baseline	Target	MoV	Assumption	2020	2021	2022	2023	2024
	Development of livestock extension policy	0	1	Sector Biannual Report	Capacity Budgetary Allocations		1			
Output 2.3: Improved Livestock trade & marketing	# of animals exported annually	1.5m	10.8m	Sector Annual Report	Budgetary Allocation Conducive Means of Transport Economic & Political Stability	1.8m	2m	2.2 m	2.3 m	2.5 m
	# of international livestock markets accessed	5 (Existing markets – EAU, KSA, Oman, Bahrain & Yemen)	3 new market discovered	Sector Annual Report	Economic & Political Stability International Cooperation	1		1		1
	# of export facilities established (quarantine & holding areas)	2	(2 new in Mudug & Karkar)	Sector M&E Reports	Budget Allocation Funding and Technical support from Development Partners	1		1		
Outcome 3: Institutional Capacities Strengthened										
Output 3.1: Institutional staff capacities & numbers increased	# of trainings conducted	10	20 trainings to be conducted	Training Reports	Budget Allocation Funding and Technical support from Development Partners	4	4	4	4	4
	# of staffs recruited	113	(20 new)	Payroll HR Documents	Budget Allocation	10	10			
	# of staff trained on human rights	0	133	Training reports	Budget allocation		67	66		
Output 3.2: Institutional infrastructure developed	# of vehicles provided	2	10 vehicles to be provided	Budget Paper	Budget Allocation Funding and Technical support from Development Partners	2	2	2	2	2

	# of offices & centers renovated & constructed	16	10	M&E Reports Contractor Reports	Budget Allocation and Technical support from Development Partners	2	2	2	2	2
Fishery Sub-Sector										
Priority: Promotion of Fishing Industry Infrastructure, Marketing, Research & Establishment of Legal & Institutional Framework										
Outcome 4: Fisheries Research, Management and Development										
Output 4.1: Illegal, unreported & unregulated international fishing in Puntland waters reduced	% reduction in cases of illegal international fishing in Puntland waters	500 (Estimated illegal fishing ships/boats in Puntland)	50% to be reduced	Crime Reports Sector Annual Report	Marine Security Budget Allocation Donor Funding	10%	10%	10%	10%	10%
Output 4.2: Fisheries sector data collection in Puntland Improved	# of landing sites with daily data collection	1 site in Bosaso	23 new reporting sites to be established	M&E Reports	Budget Allocation Stakeholder Engagement		6	6	6	5
	# of fishing surveys conducted	1 survey conducted annually	Twice annually	Survey Reports	Budgetary Allocations Donor Funding Capacity	2	2	2	2	2
Output 4.3: Fish processing plants in Puntland established	# of fish processing plants established.	1 plant exiting in Xabo	3 new plants to be established	M&E Reports Contractor Reports	Budget Allocation Donor Funding and Technical support from Development Partners		1	1	1	
Outcome 5: Policy & Legal Framework for Fisheries & Marine Resource Developed										
Output 5.1: Aquaculture, marine & fisheries policies developed	# of policies developed	0	2 (Fishing and cooperative policies)	Policy Documents	Budgetary Allocations Donor Funding Capacity		1	1		

FYPDP 2020-2024 Priorities	Indicators	Baseline	Target	MoV	Assumption	2020	2021	2022	2023	2024
Output 5.2: Legal framework for fisheries cooperatives developed	Legal framework on fish quality assurance	0	1 (Fish quality assurance act) to be developed and enacted	Legal framework document	Budgetary Allocations Assented by the President, Cabinet & Parilaiment		1			
Outcome 6: Quality Control of Fish Products, Value Addition & Marketing Enhanced										
Output 6.1: Fishing industry players along the value chain sensitized on fish handling, processing & preservation techniques	% of fisheries sector players trained	30%	60% of all fishing stakeholders to be trained	Workshop/ Training Reports	Budget Allocation Funding and Technical support from Development Partners	15%	15%	15%	15%	
Output 6.2: Appropriate technologies to reduce post-harvest losses developed & adopted	# of post-harvest technology (Solar Fridges) distributed	30%	200 refrigerators to be distributed	M&E Reports Contractor Reports	Budget Allocation Funding and Technical support from Development Partners	30	35	40	45	50
Output 6.3: Fish handling premises constructed & equipped	# of cold storage facilities established	6 (2 functional out of the 6 existing facilities)	4 new constructed 4 rehabilitated	M&E Reports Contractor Reports	Budget Allocation Funding and Technical support from Development Partners		2	2	2	2
Output 6.4: Lobster species management plan developed	Lobster species specific management plan in place & operationalized	0	1	Plan Document M&E Reports	Budget Allocation Capacity			1		
Output 6.5: Fish quality assurance laboratory constructed, equipped & operationalized	# of equipped & functional labs	0	1	M&E Reports Sector Annual Report	Budget Allocation Donor Funding			1		
Outcome 7: Infrastructure & Human Resources Development in the Fishing Industry Improved										
Output 7.1: Ministry staff capacities built	# of staffs trainings conducted	5 trainings annually	25 trainings	Training Report	Budget Allocation Funding and Technical support from Development Partners	5	5	5	5	5

Output 7.2: Ministry Headquarter offices constructed	# of regional Ministry Headquarter offices constructed & completed	1 in Galkacyo	2 (in Garowe & Bosaso)	M&E Reports Contractor Reports	Budget Allocation Funding and Technical support from Development Partners, Peace & Security			1	1	
Output 7.3: Fish landing facility, fish markets, ice plants, cold Storage facility & ice plant constructed	Bosaso fishery jet constructed	0	1 in Bosaso	M&E Reports Contractor Reports	Budget Allocation Funding and Technical support from Development Partners			1		
	# of new fish markets constructed	4 in Bosaso, Qardho, Galkacyo & Garacad	3 new fish markets	M&E Reports Contractor Reports	Budget Allocation Funding and Technical support from Development Partners		1	1	1	
	# of refrigerated trucks purchased & distributed in Puntland	1 in Tooxin	10 new refrigerator trucks to be distributed	Log Records M&E Reports	Funding and Technical support from Development Partners	2	2	2	2	2
Output 7.4: Use of renewable energy in the fishing industry promoted	# of power generating solar systems installed & operationalized	0	6	M&E Reports Contractor Reports	Budget Allocation Donor Funding Technical Capacity	1	1	2	1	1
	# of wind energy vanes installed & operationalized	0	2	M&E Reports Contractor Reports	Budget Allocation Donor Funding Technical Capacity				1	1
Output 7.5: Maritime resource center established	Centre established & functional	0	1	M&E Reports Contractor Reports	Budget Allocation Funding and Technical support from Development Partners			1		

FYPDP 2020-2024 Priorities	Indicators	Baseline	Target	MoV	Assumption	2020	2021	2022	2023	2024
Agriculture & Environment Sub-Sector										
Environment Sector Priority: Improved Legal, Regulatory Framework, Infrastructure, Human Resource Development & Climate Data Collection in the Environment Sector										
Outcome 8: Policy, Legal & Regulatory Framework for the Environment Sector Developed										
Output 8.1: Ministry's strategic plan developed	5 year strategic plan developed	1	1	SP Document	Budget Allocation Capacity		1			
Output 8.2: Ministry policy, legal & regulatory frameworks developed	# of Policy & legal frame works reviewed, developed & validated	10	4 policies & 1 EIA act reviewed	Ministry Reports	Budget Allocation Capacity		2	1	1	1
Outcome 9: Infrastructure & Human Resource Development in the Environment Sector Improved										
Output 9.1: Technical capacity and work environment of the ministry enhanced	# of technical experts hired	3	5	HR Documents	Budget Allocation Donor Funding	2	1	1	1	
	# of ministry staff trained	80	5 rounds of staff trained	HR Documents	Budget Allocation	1	1	1	1	1
	# of graduate interns placed at the ministry	10	50	HR Documents	Budget Allocation Availability of Working Space	10	10	10	10	10
Output 9.2: Ministry infrastructure development/constructed	# of ministerial main & regional offices constructed	15	3 new offices to be constructed	M&E Reports Contractor Reports	Budget Allocation Donor Funding	2			1	
	-# of tree nurseries established	13	10 new tree nurseries established	M&E Reports	Budget Allocation Funding and Technical support from Development Partners	2	2	2	2	2
Outcome 10: Weather Data Collection, & Dissemination of Climate Related Information to Agriculture/Environment Stakeholders Enhanced										
Output 10.1: Access & availability of weather information enhanced	# of automatic weather stations in place	4	5 new automatic weather stations established	M&E Reports Contractor Reports	Budget Allocation Donor Funding Technical Capacity	1	1	1	1	1
	# of rain-gauges centers in place	17	40 new rain-gauge centers established	M&E Reports	Budget Allocation Funding and Technical support from Development Partners	8	8	8	8	8

	Access to weather information	40% population reached	65% of the population (inc the 40% baseline) to be reached	M&E Reports	Budget Allocation Funding and Technical support from Development Partners	5%	5%	5%	5%	5%
Output 10.2: Awareness on environment, climate & agriculture raised	# of community forums organized	150	300	M&E Reports	Budget Allocation Funding and Technical support from Development Partners	60	60	60	60	60
	# of drama shows carried on traditional & social media	10	5	M&E Reports	Budget Allocation Community Engagement Funding and Technical support from Development Partners	1	1	1	1	1
Output 10.3: Enforcement of existing laws implementation supported	% implementation & enforcement of existing laws	20%	75%	Sector Annual Report M&E Reports	Budget Allocation Funding and Technical support from Development Partners	15%	15%	15%	15%	15%

FYPDP 2020-2024 Priorities	Indicators	Baseline	Target	MoV	Assumption	2020	2021	2022	2023	2024
Agriculture Sub-sector										
Priority: Transforming Agricultural Productivity to Achieve Food Security in Puntland										
Outcome 11: Accessibility of Affordable Inputs, training & Credit Facilities to Farmers Enhanced										
Output 11.1: Capacity building for farmers enhanced	# of farmers trained	5,000	10,000 new farmers trained	M&E Reports	Budget Allocation Technical Support	20,00	20,00	20,00	20,00	20,00
	# of demonstration farms established	3	15 new demonstration farmers established	M&E Reports	Budget Allocation Funding and Technical support from Development Partners	6	3	3	2	1
Output 11.2: Access to appropriate credit facilities enhanced	% of farmers accessing credit facilities	0	300 new farmers	M&E Reports	Budget Allocation Funding and Technical support from Development Partners	60	60	60	60	60
Output 11.3: Access to inputs & agricultural services improved	# of extension workers recruited	5	27 new extension workers (at least 3 @region)	Sector Annual Report	Budget Allocation Donor Funding		9	9	9	
	# of tractors distributed	2	17	Ministry Reports	Donor Funding Budget Allocation Technical Support	3	3	3	3	3
	Quantity of certified seeds distributed	145ton	645ton	Ministry Reports	Donor Funding Budget Allocation Technical Support	100ton	100ton	100ton	100ton	100ton
	# of wheel barrows distributed	164	6,000	Ministry Reports	Donor Funding Budget Allocation Technical Support	1,200	1,200	1,200	1,200	1,200
Output 11.4: Operational soil testing laboratories established	# of soil labs established	0	5	Procurement Reports Sector Annual Reports	Donor Funding Budget Allocation Technical Support	1	1	1	1	1
	# of technical staff trained in soil testing	6	10	Training Reports	Donor Funding Budget Allocation Technical Support	2	2	2	2	2
Output 11.5: Enhanced Pests control initiatives	# of pests control initiatives initiated	1	9 (@region)	M&E Reports	Budget Allocation Funding and Technical support from Development Partners	3	1	1	2	1

Output 11.6: Fodder farms in Puntland established	# of fodder farms established	400	100	M&E Reports	Budget Allocation INGO Programming	25	25	25	2525	
Output 11.7: Food & nutrition security promoted	% reduction in the level of malnutrition	0	50%	Sector Annual Reports	Donor Funding Budget Allocation and Technical support from Development Partners	10%	10%	10%	10%	10%
	# of farmers trained	3000	9,500	Sector Annual Reports	Budget Allocation INGO Programming	1,055	2,000	2,000	2,000	2,500
	Introduction of climate resistant farming practices	150	500 Cereal crop & agro-postural farming promoted	Sector Annual Reports	Budget Allocation Funding and Technical support from Development Partners	248	50	51	50	51
Output 11.8: Puntland irrigation systems improved	# of irrigation systems established/rehabilitated	40	150	M&E Reports Contractor Reports	Budget Allocation Technical Support Donor Funding	5	25	25	70	35
	# of farmers trained in irrigation system	500.	1,600	Training Reports	Budget Allocation Technical Support	600	250	250	250	250
	# of motor pumps distributed	2,500	10,110	M&E Reports	Budget Allocation Funding and Technical support from Development Partners	150	2,200	2,200	2,200	2,200
	# of irrigation kits distributed	3,600	6,060	M&E Reports	Budget Allocation Funding and Technical support from Development Partners	700	1,300	1,300	1,300	1,300
	# of farmers trained land & water management	250	1,750	M&E Reports	Budget Allocation Funding and Technical support from Development Partners	52	300	400	500	500
	# of shallow wells constructed	31	131	M&E Reports Contractor Reports	Budget Allocation Funding and Technical support from Development Partners	0	20	31	31	31

FYPDP 2020-2024 Priorities	Indicators	Baseline	Target	MoV	Assumption	2020	2021	2022	2023	2024
	# of shallow wells rehabilitated	40	1,040	M&E Reports Contractor Reports	Budget Allocation Funding and Technical support from Development Partners	200	200	200	200	200
Outcome 12: Marketing Initiatives to Improve Farmer's Incomes Enhanced										
Output 12.1: Post-harvest losses reduced	# of farmers trained on post-harvesting handling	2,000	4,500	Training Report	Budget Allocation Technical Support	245	400	400	2,000	
Output 12.2: Access to markets & market information improved	# of food markets rehabilitated/constructed	n/a	50 (@district)	M&E Reports Contractor Reports	Budget Allocation Funding and Technical support from Development Partners	10	10	10	21	0
	# of crop market surveys conducted	7	1	Survey Report	Budget Allocation Technical Support				1	
Output 12.3: Value addition practices to farm produce increased	% of farmers trained on value addition	475	75%	Training Report	Budget Allocation Funding and Technical support from Development Partners	15%	15%	15%	15%	15%
	% of farmers with access to value addition technologies	0	75%	M&E Report	Budget Allocation Technical Capacity Donor Funding	15%	15%	15%	15%	15%
Output 12.4: Date palm processing plant established	# of date palm processing plants constructed	0	3 (Bari, Karkaar & Nugal)	M&E Reports Contractor Reports	Budget Allocation Funding and Technical support from Development Partners		1	1	1	
Outcome 13: Environmental & Agricultural Stewardship, Education & Knowledge Sharing Capacity Enhanced										
Output 13.1: Environmental knowledge & awareness on ecosystems conservation & the negative consequences of human activities on environment promoted	# of IECs material distributed	500	10,500	M&E Reports	Budget Allocation Funding and Technical support from Development Partners	2,000	2,000	2,000	2,000	2,000
	# of community sensitization meetings & forums conducted	60	110	M&E Reports Sector Reports	Budget Allocation Funding and Technical support from Development Partners		50		50	

Environment Sub-Sector										
Sector Priority: Improvement of Biodiversity & Conditions of Environmental Resources for Sustainable Development										
Outcome 14: Promotion Of Wildlife Protection										
Output 14.1: Inventory of flora & fauna mapped & generated	# of flora & fauna mapped	2	All possible species	Maps & Wildlife Publications	Budget Allocation and Technical support from Development Partners	1				
Output 14.2: wildlife conservation programs initiated	# of animal zoos established	0	2.	Wildlife Publications	Budget Allocation and Technical support from Development Partners		1	1		
	# of wildlife reservations established	0	2	Wildlife Publications	Budget Allocation and Technical support from Development Partners	1		1		
Outcome 15: Adaptation, Mitigation & Resilience to Climate Change & Periodic Drought Strengthened										
Output 15.1: Surface water harvesting strategies developed	# of sand dunes constructed/rehabilitated	0	2	M&E Reports Contractor Reports	Budget Allocation and Technical support from Development Partners	0	1	1		
	# of water catchments constructed/rehabilitated	60	160	M&E Reports Contractor Reports	Budget Allocation and Technical support from Development Partners	30	30	30	30	50
Output 15.2: Establishment of seasonal grazing systems for regeneration in pastoral areas & establishment of FMNR	# of sites successfully implemented on seasonal grazing	2	2	M&E Reports Contractor Reports	Budget Allocation and Technical support from Development Partners	2	1	1		
	# of FMNR established	2	12	M&E Reports Contractor Reports	Budget Allocation and Technical support from Development Partners	10	2	2	2	2

FYPDP 2020-2024 Priorities	Indicators	Baseline	Target	MoV	Assumption	2020	2021	2022	2023	2024
Output 15.3: Initiate income generating projects e.g. bee keeping, & fodder banks	# of income generating projects initiated (plant nurseries, fodder farms, bee keeping)	10	13	M&E Reports Contractor Reports	Funding and Technical support from Development Partners	2 in 11 districts.	3	3	3	2
Outcome 16: Sustainable Land Use & Conservation of the Environment Promoted										
Output 16.1: Puntland Farm fields & agricultural potential survey conducted	# of surveys conducted	0	3	Survey Report	Budget Allocation Funding and Technical support from Development Partners	7				
Output 16. 2: Agro-forestry in farming systems promoted	# of farmers trained	250	1,000	Training Report	Budget Allocation Technical Support	200.	200	200	200	200
	Number agroforestry nurseries established	0	5	M&E Reports	Budget Allocation Funding and Technical support from Development Partners	1	1	1	1	1
Outcome 17: Promoted environmental conservation mechanisms										
Output 17.1: Propagation of Indigenous and drought resilient seedlings	# of plant nurseries established	2	9	MoEACC Reports	Funding Budgetary allocation	1	2	2	2	2
Output 17.2: Improved use of rangelands through seasonal and rotational grazing	# of community forums conducted on rangeland management and use	0	9	MoEACC Reports	Funding Budgetary allocation	1	2	2	2	2
Output 17.3: Waste Management strategies and policies developed and implemented	Level of implementation of Waste Management strategies and policies	0	80%	MoEWT Annual Report	Budgetary allocation Capacity	10%	10%	20%	20%	20%
Output 17.4: Enhanced adaptation to and mitigation of climatic conditions	Proportion of at risk community's adapting to climatic conditions	0	80%	MoEWT Annual Report	Budgetary allocation Community resilience	10%	10%	20%	20%	20%
Output 17.5: Enhanced utilization of cheap alternative energy sources	# of energy efficient stoves distributed	0	10,000	Sector M&E Reports	Funding	1,000	2,000	2,000	2,000	3,000
Frankincense & Gum Sub-sector										
Sector Priority: Enhanced Protection & Conservation of Resin Frankincense Bearing Trees Species for Sustainable Development										
Outcome 18: Frankincense Industry Developed										
Output 18.1: Frankincense quality, production & value	# of harvesters trained	0	200	Training Report	Budget allocation INGO Programming	40	40	40	40	40

addition promoted	# of storage sites constructed/rehabilitated	1	4	M&E Reports	Budget allocation and Technical support from Development Partners	1	1	1	1	
	# of Processing/Packaging Plants constructed	0	1	Ministry Reports	Budget allocation Donor Funding					
Output 18.2: Conservation of gum, resin Frankincense bearing tree species & forests improved	# half-moons & soil bunds constructed under the trees	0	3	M&E Reports	Budget allocation and Technical support from Development Partners		1	1	1	
	# of gum, resin Frankincense bearing tree species planted	0	500	M&E Reports	Budget allocation and Technical support from Development Partners	100	100	100	100	100
Commerce, Industry & Investment										
Sector Priority: Promoting an Enabling Environment for Enterprise Development in Puntland										
Outcome 19: Ease of Doing Business in Puntland Improved										
Output 19.1: Process of starting a businesses eased	% improvement in the ease to register & operationalize a business	30%(according to the current operational system)	50% increase to reach 80%	Sector Report	Conducive Business Environment	10%	10%	10%	10%	10%
Output 19.2: Legal business policies and regulations are developed and enacted	# of policies and acts developed and enacted	4 (investment law, License Law, quality control & standard law	4 new acts to be developed (company law, commercial law, Int property & chambers of commerce).	Sector Report. Acts, policies, M& Reports.	Amicable Dispute resolution	1	2	1		
Outcome 20: Growth of Trade in Puntland Promoted										
Output 20.1: International trade & local production improved	% increase in local goods & products exported to the international markets	20% exports against imports	20% increase to reach 40% total export.	Annual Economic Performance Report	Enabling Business Environment International Market	1%	4%	5%	5%	5%
	# of small industries effectively operationalized	26 small industries (including Habo Tuna, water processing factories etc)	74 new industries established.	Annual Economic Performance Report	Enabling Business Environment International Market	4	15	15	20	20

Output 20.2: Public private partnerships improved	# of effective public private partnership forums held	5 (Bossaso & Garsad ports, Bossaso electricity, and water companies in major towns)	6 new PPPs established.	Commercial Reports	Public Private Partnership	1	1	1	2	1
Output 20.3: Entrepreneurship & SME forums organized	# of forums organized	0	5	Event Reports	Facilitation	1	1	1	1	1

Outcome 21: Local Investment in Puntland Enhanced										
Output 21.1: Local & international investments attracted	% increase in local investment	Medium	30% increase	Annual Economic Performance Report	Enabling Business & Investment Environment	6%	6%	6%	6%	6%
	% increase in foreign investments	1%	10%	Annual Economic Performance Report	Enabling Business & Investment Environment	2%	2%	2%	2%	2%
Output 21.2: Puntland investment forums facilitated	# of investment forums organized	1 forum annual	5 forums to be conducted	Event Report	Donor Funding Facilitation	1	1	1	1	1
Output 21.3: Puntland Investment Promotion Agency/office created	PIPA created & mandated	0	1 institution to be created	Annual Economic Performance Report	Budget allocation Donor Funding		1			
Outcome 22: Revenue Collection in Puntland Enhanced										
Output 22.1: Revenue collection from business operating licenses increased	Amount of revenue collected from business operating licenses	\$300,000 Annual	\$20-30%	Revenue collection records	Compliance Enforcement	60,000	70,000	80,000	90,000	68,000
Output 22.2: Tuurdubi Master plan developed & implemented	Operationalized dry port at tur-dibi (master plan)	0	1 master plan	Economic Performance Report	Budget allocation Donor Funding		1			

FYPDP 2020-2024 Priorities	Indicators	Baseline	Target	MoV	Assumption	2020	2021	2022	2023	2024
Public Finance Management sub-sector										
Sector Priority: Public Finance Management Reformed and Strengthened										
Outcome 23: Public Finance Management restructured and strengthened										
Output 23.1: Strengthen Institutional Capacity and coordination of functions in the Ministry	Organizational Performance increased	60%	40% performance increased	Sector Reports	Performance of the ministry increased	10%	10%	10%	5%	5%
Output 23.2: Legal framework policies, regulations and manuals developed	No. of laws reviewed	Tax law	Finalize the revision of the tax law	Tax law document	Availability of funding and technical expertise		1			
	No. of policies developed	1 policy exist	3 policies to be developed (Anticorruption and fraud policy, Legal and compliance policy, - Internal Audit policy)	Policy papers	Availability of funding and technical expertise		2	1		
Output 23.3: Credibility of the budget, preparation And execution Improved	# of credible budget preparation and its execution improved	90%	10% to be achieved in the coming 5yrs	Annual financial reports	Annual Financial reports	2%	2%	2%	2%	2%
Output 23.4: treasury single account that combines accounts of all Puntland MDAs	Framework documents (policy, implementation strategy) finalized	50% TSA framework documents finalized	50% of the TSA framework to be finalized	Annual financial bank statements reports	State bank of Puntland can handle treasury single account	50%				
	All government accounts registered	50% of the gov. registered	50% of the gov. accounts to be registered	All gov. accounts registered	State bank of Puntland can handle treasury single account	50%				
	All government accounts harmonized in to one single account	0%	100% all gov. accounts harmonized	Ministry of finance and central bank reports	State bank of Puntland can handle treasury single account		40%	40%	20%	
Output 23.5: Accounting And Reporting Improved	Professionally standard quarterly and annual report	60%	40%, the accounting reporting system improved by	Reports Published	Funding and technical experts available	5%	10%	15%	10%	

			40%									
Output 23.6: Improved domestic mobilization	23.6: Improved Resources	% of Domestic revenue increased	13% is the current domestic revenue increase	50% to be increased the domestic revenue	Domestic revenue maximized	Annual financial reports	10%	10%	10%	10%	10%	10%
Output 23.7: Taxation system improved		% of the taxation System improved	Medium level (some tax heads are not taxed where some tax heads are automated)	High level (All tax head are taxed and automated)	Domestic revenue maximized	Annual financial reports	30%	20%	20%	20%	10%	10%
Monitoring and Evaluation sub-sector												
Sector Priority: Development Plan Targets Realized Within the Framework of this Strategic Document												
Outcome 24: Puntland Development Plan and MDAs Strategic Plans Developed												
Output 24.1: Puntland five years development plan developed	Existing 3yrs (2017-2019) Puntland development plan reviewed	1	1	Desk review report								
	Puntland five year development plan drafted and finalized	3YPDP-2 that has ended	5yrs Puntland Development plan to be finalized	FYPDP-3 document								
Output 24.2: MDAs strategic plans developed	# ministerial strategic plans developed	6 ministries have active strategic plans until 2021	18 (6 of the ministries strategic plans active until 2021)	Strategic plan document								
	# of government agencies strategic plans developed	6 agencies have active strategic plans until 2021	4 Audit, HADMA, water & Electricity Cooperation (6 more agencies strategic plans active until 2021)	Strategic plan document								
	# of public education institutions strategic plan developed	1 (PSU) has active strategic plan until 2022	2 PSU & GTEC (PSU strategic plan active until 2022)	Strategic plan document								
Output 24.3: Annual plans for MDAs to be developed and coordinated	# of MDAs with annual plans	18 ministries have annual plans	23 agencies annual plans to be developed	MDAs annual work-plans								
Output 24.4: Sector specific business case / proposals developed	# of business cases and proposals developed	None	10 business cases and proposals to be developed			2	2	2	2	2	2	2

Outcome 25: Strengthening the capacity and statistical production of Puntland statistics system and data quality to meet the needs of the users										
Output 25.1: Upgrading the knowledge, skills, and performance of the personnel for the Puntland statistics system	Number of trainings provided.	5 trainings	25 rounds of trainings provided in the coming five years	Training report	Subject to Fund availability	5	5	5	5	5
Output 25.2: Production of yearly Socio-economic statistical reports released	Number of statistical reports released.	3 (CPI, GDP, Puntland facts and Figures reports) and SDHS report	15 annual routine reports to be released	The availability of report documents	Financial and competent human resources are highly essential. -Donor support and stakeholder full engagement	3	3	3	3	3
Output 25.3: Strengthened administrative data recording and registration capacities of the PSU at MDAs	# of MDAs with effectively functioning information management systems (IMS)	3 (only 3 MDAs have effective IMS)	10 MDAs with effective IMS improved	The quality of annual statistical releases.	Human & financial resources available		2	3	3	2
Output 25.4: Conduct Integrated household expenditure Survey	% of the HBS survey activities completed	First time	HBS survey completed by Dec 2022	Survey report	Resource and expertise availability		50%	50%		
Output 25.5: Develop Business registration survey	% of the business registration survey activities completed	First time	Survey completed by Dec 2023	Survey report	Resources and policy introduced			50%	50%	
Output 25.6: Conduct population census	% of the population census activities completed	Estimates is currently used	complete population census survey	Population census data available	Human and financial resource					
Output 25.7: Conducting Livestock population estimation survey	% of the livestock population survey activities completed	Estimates is currently used	Accurate livestock population figures known	Survey report	Resource available					
Outcome 26: Advance and strengthen the capacity of Puntland M&E system										
Output 26.1: Integrated online web-based M&E system developed	PIMES developed and operationalized	M&E system in Puntland is manually monitored	Integrated M&E system is operationalized	The PIMES is set up and all program indicators are automatically monitored	Subject to funding					
Output 26.2: Strengthen the capacities of government M&E personnel	Number of trainings provided	3 trainings annually	15 trainings to be conducted	Training reports	Subject to funding	3	3	3	3	3
Output 26.3: Annual Joint Monitoring and Evaluation for projects/programs conducted	Number of projects Monitored and evaluated annually	29% of projects (50) is routinely monitored and	All projects implemented (Partners & Govt projects) fully monitored and	Limited monitoring sites	No fund and budget. NGOs don't recognize legality of M&E department.					

		evaluated	evaluated							
Output 26.4: M&E Legal framework improved	M&E act developed and enacted	M&E Act not existed	Finalize the M&E act	Monitoring and Evaluation Act is available	Subject to funding					
	M&E Strategic Plan prepared	M&E strategic plan not existed	M&E Strategic Plan in place and implemented	Guidance of M&E activities and directions	Limited resource and expertise					
	Annual MDAs progress report produced	Second annual progress report	Carryout an effective evaluation of MDAs	Annual Progress report data available	Subject to funding					
Output 26.5: Research and development Unit established	Department of R&D unit established and operationalized	None	1	Department of R&D established	Availability of technical expertise		1			
Outcome 27: Aid Coordination system and partner cooperation enhanced										
Output 27.1: Aid mapping framework developed	Aid mapping database developed and maintained	Aid data was manually managed	An automated aid mapping system to be developed	System development report	Government and donor funding					
Output 27.2: Puntland aid allocation increased	% of aid allocations in Puntland increased	10% was targeted in 2019	Aid allocation in Puntland increased by 20% in 2024	Annual sector reports	Subject to funding and collaborations with donors and implementing partners improved	12%	14%	16%	18%	20%
Output 27.3: Collaboration and partner engagement is enhanced	# of consultation meetings with implementing partners conducted	Twice a year	10 consultation meetings in five years	Event reports	Availability of fund					
	# of consultation meetings with donors conducted	limited	Once quarterly	Event report	Travel restriction and commitment					
Output 28.3: Information Management Centre (IMC) for land and water established	Information Management Centre (IMC) for land and water created and operationalized	None	IMC operational	Structure created	Government and international partners support for the center granted					
Outcome 28: MoPEDIC Institutional Capacity Improved										
Output 28.1: Ministry's physical infrastructure improved	New HQ office constructed	Limited space	New HQ office constructed and equipped	Construction progress report	Subject to funding					
	Regional sub-offices established	There is no regional office in place	2 regional office (Bsaso and Galkacyo)	Construction progress report	Subject to funding					
Output 28.2: MoPEDIC Human resource capacity improved	# trainings conducted	Two training quarterly	Three trainings quarterly	Training reports	Subject to funding					
Energy Sector										

Sector Priority: Development and adoption of green energy in Puntland promoted										
Outcome 29: Enhancing access to affordable sources of alternative Energy										
Output 29.1: Usage of LPG for domestic use promoted	% increase in # of households using LPG for domestic use	35% House Holds in PL use LPG	85% to be achieved in 5 years	Sector Annual Report	Affordability of LPG	10%	10%	10%	10%	10%
Output 29.2: Solar & wind energy in Puntland introduced to reduce reliability on diesel engines	MWs of solar energy produced	4 MW	17 MW	Field Reports	Donor Funding INGO Programming	2.3MW	2.3MW	2.3MW	2.3MW	2.3MW
	MWs of wind energy produced	1 MW	3 MW	Commissioned Energy Centers Field Reports	Budget allocation Donor Funding				1MW	1MW
Output 29.3: Solar energy in all public centers of Puntland installed to reduce reliability on diesel engines	# of public centers using solar as alternative energy	120	500	Field Reports	Donor Funding INGO Programming	50	100	150	100	100
Output 29.4: New street light solar installed in major towns of Puntland	# of towns installed with solar street lighting	18	48	Field Reports	Donor Funding INGO Programming	9	9	10	10	10

Mining Sector										
Mining Sector Priority: Development of the Mining Industry in Puntland										
Outcome 30: Mineral Resources in Puntland Profiled										
Output 30.1: Feasibility study in Puntland mineral potential conducted	# of studies conducted	0	2	Study Report	Security Investment in Mining Sector		1		1	
Output 30.2: Capable mineral testing laboratory established	# of mineral testing laboratories established	0	1	Sector Annual Report	Budget allocation Donor Funding		1			
Outcome 31: Human Resource in the Ministry of Mining Developed										
Output 31.1: Recruitment & capacity building for the mining & minerals staff	# of staff recruited & capacitated	15	55	Ministry HR Documents	Budget allocation		10	10	10	10
Outcome 32: Investment in Mining Sector of Puntland Attracted										
Output 32.1: Investors in the mining industry attracted	# of investors participating in the mining industry	0	2 (China & India)	Investment report	Enabling Business & Investment Environment		1		1	
	Amount of money invested in mining industry	0	\$5 million	Contracts & agreements	Enabling Business & Investment Environment Donor Funding	0	\$1m	\$1m	\$1m	\$2m
Water Sector Priority: Improved accessibility of Water in Puntland										
Outcome 33: Water Infrastructure Developed										
Output 33.1: New boreholes drilled	# of boreholes drilled & operational	450	100 new boreholes	Drilled BHs & Ministerial Report	Gvt budget, Donor Funding INGO Programming	20	20	20	20	20
Output 33.2: Existing water sources rehabilitated	# of water sources rehabilitated	50 sources annually	200 additional water sources targeted	M&E reports Rehabilitation reports	Gvt budget, Donor Funding INGO Programming	40	40	40	40	40
Output 33.3: Establishment of desalination plan	# of water desalination plant created	1	15 new towns	M&E reports	Gvt budget, Donor Funding INGO Programming		2	3	5	5
Output 33.4: New drilling and maintenance rig purchased	# of rigs procured	0	2 (one new drilling rig and one maintenance rig)	M&E reports	Gvt budget, Donor Funding INGO Programming		1		1	
Output 33.5: Water quality test labs established	# of established labs	0	2	M&E Reports	Donor Funding INGO Programming			1	1	
Output 33.6: Surface water catchment infrastructures constructed/rehabilitated	# of dams & water catchments constructed/rehabilitated	50	50	M&E Reports	Donor Funding INGO Programming	4	12	12	12	10

Output 33.7: Water supply system in urban & rural areas Expanded	# of water systems installed in urban & rural areas	8	20 additional towns to be targeted	M&E Reports	Donor Funding INGO Programming	4	4	4	4	4
--	---	---	------------------------------------	-------------	--------------------------------	---	---	---	---	---

FYPDP 2020-2024 Priorities	Indicators	Baseline	Target	MoV	Assumption	2020	2021	2022	2023	2024
Petroleum Sector Priority: Establishment of Petroleum Industry in Puntland										
Outcome 34: Discovering & Marketing of Fuel Resource in Puntland										
Output 34.1: Petroleum industry legal & regulatory framework developed	# of approved acts & policies	0	At least 5 by 2024	Policy Documents	Budget Allocations Technical Capacity	1	1	1	1	1
Output 34.2 : Fuel storage facilities in Puntland increased	Capacity of fuel storage facilities in M3 established	Less than 10,000M3	200 ,000 M3	Annual Sector Report	Budget Allocations Technical Capacity Donor Funding	40,000 M3	40,000 M3	40,000 M3	40,000 M3	40,000 M3
Output 34.3: Fully equipped petrochemical laboratories for quality control & safety assurance established	# of fuel testing labs established	0	1	Annual Sector Report	Budget Allocations Technical Capacity Donor Funding			1		
Output 34.4: Seismic survey both onshore & offshore Puntland carried out	# of seismic surveys carried out	0	1	Annual Sector Report	Budget Allocations Technical Capacity Donor Funding					
Infrastructure										
Road Transport Sub-sector										
Sector Priority: Improved Public Infrastructure, Housing & Roads										
Outcome 1: Physical Infrastructure of Puntland Improved										
Output 1.1: Primary roads linking major Puntland cities Constructed (Kalabar-Bargal, El-Dahir-Erigavo, Garacad-Turdibi, Garowe-Talex, Dangoroyo-Eyl)	# kms of primary tarmac roads Constructed	805km	400km	Contractor Reports Annual Sector Report	Donor Funding Budget Allocation Security	80km	80km	80km	80km	80km
Output 1.2: Primary roads linking major Puntland cities rehabilitated (Bossaso-Galkayo, Garowe- Las-Anod, El-Dahir-Erigavo)	# kms of primary tarmac roads rehabilitated	805km	500km	Contractor Reports Annual Sector Report	Donor Funding Budget Allocation Security	100km	100km	100km	100km	100km
Output 1.3: Feeder roads rehabilitation to improve accessibility to rural & coastal productive areas	# of feeder roads rehabilitated	300km	150km	Contractor Reports Annual Sector Report	Donor Funding Budget Allocation Security	30km	30km	30km	30km	30km

Output 1.4: Tarmac roads at JPLG districts' capital cities constructed (Garowe, Galkayo, Gardho, Bossaso, Jarriban, Galdogob, Burtinle, Beila & Eyl)	# kms of tarmac road constructed at districts 'capital cities	45km	75km	Contractor Reports Annual Sector Report	JPLG Funding Donor Allocation Security	15km	15km	15km	15km	15km
--	---	------	------	---	--	------	------	------	------	------

Outcome 2: Administrative & Technical Capacity of the Ministry of Public Works, Housing & Transport (MOPWHT) Strengthened										
Output 2.1: MOHPWHT HQ building in Garowe constructed	Completion of the MOHPWHT office premise	1	1 new office	Contractor Reports Ministry Report	Donor Funding Budget Allocation			1		
Output 2.2: Ministry sub-Offices in 5 Puntland districts rehabilitated or expanded	# of rooms/office space rehabilitated	4	3 rehab for the existing and 2 new office constructed	Contractor Reports Ministry Report	Donor Funding Budget Allocation	1	1	1	1	1
Output 2.3: Sector testing laboratory established	Testing laboratory established	0	3 testing lab established	Ministry Report	Budget Allocation Donor Funding Budget Allocation		1	1	1	
Output 2.4: A modern central technical workshop for the ministry established	Technical Workshop expanded and equipped	1	1 existing workshop to be expanded and 2 more constructed	Ministry Report	Budget Allocation Donor Funding Budget Allocation		1	1	1	
Output 2.6: all public land in private control reposed by government	% of publically owned land repossessed by government	5%	25% of publicly owned land to repossessed	Land registers Ministry Report	Compliance Government will	5%	5%	5%	5%	5%
Output 2.7: Transport vehicles& accessories provided to MoPWHT	# of transport vehicles & other accessories provided	6 vehicles (3 of them not functional)	3 new vehicles	Ministry Report	Budget Allocation Donor Funding		1	1	1	
Output 2.8: GPS speedometer devises on all government motor vehicles Installed	Percentage reduction of annual road traffic accidents	0	50%	Road Traffic Incident Reports	Budget allocation	10%	10%	10%	10%	10%
Outcome 3: Institutional Capacity of the Ministry Upgraded										
Output 3.1: Study on viability of construction of coble stone roads conducted	# of Coble Stone study documents finalized	1	3 new coble stone to be constructed In Pl	Study report	Budget Allocation Technical Support		1	1	1	
Output 3.2: Capacity building trainings to various ministry departments, regional & districts officers conducted	# of trainings provided	10	10 trainings	Training reports	Budget Allocation Technical Support	2	2	2	2	2
Output 3.3: Quality control training to support staff implementation of infrastructure works	# of trainings provided	0	15 quality control training	Training reports	Budget Allocation Technical Support	3	3	3	3	3

FYPDP 2020-2024 Priorities	Indicators	Baseline	Target	MoV	Assumption	2020	2021	2022	2023	2024
Output 3.4: Trainings to private construction companies on implementation of works/services & technical standards & building specifications organized	# of trainings organized	0	5 training	Training reports	Budget Allocation Technical Support	1	1	1	1	1
Output 3.5: Installation of ICT in Ministry premises carried out	% coverage e of ICT facilities in ministry premises	30%	100%	Ministry Reports	Budget Allocation Donor Funding	10%	15%	15%	15%	15%
Outcome 4: Relevant Laws, Policies, Regulations & Codes Reviewed & Ratified										
Output 4.1: Puntland Contractors' Regulations Code endorsed by Cabinet & Parliament	Code ratified & enforced	Not ratified	1 act Ratified & enforced	Puntland Contractors' Regulations Code Document	Cabinet & Parliament Endorsement Compliance & Enforcement		1			
Output 4.2: Building Standards Code developed & adopted	Building standard code established & executed	0	1	Building Standards Code Document	Cabinet & Parliament Endorsement Compliance & Enforcement		1			
Outcome 5: Urban Town Planning Improved										
Output 5.1: Urban town planning of the major cities of Garowe, Galkayo, Gardho, Bossaso finalized & operationalized	# of cities with developed urban town plans	2 plans are in place (Garowe and Bossaso)	6 urban town plans to be completed	Town Urban Development Plans	Budget Allocation Donor Funding Technical Capacity	1	1	2	1	1
Output 5.2: Urban Land Management law approved by cabinet & passed by Parliament	Policy approved by cabinet & passed by Parliament	0	1 act passed by Parliament	Policy Document	Cabinet & Parliament Endorsement	1				

Output 5.3: National Housing Policy developed & enacted	Policy developed & approved	0	1 Policy to be developed	Policy Document	Cabinet & Parliament Endorsement		1				
Infrastructure											
Civil Aviation sub-sector											
Sector Priority: Air transport access enhanced, and service quality developed											
Outcome 6: Air Transport in Puntland Enhanced											
Output 6.1: Basic airport & air navigation infrastructure - major airports improved	% improvement made on airport & air navigation infrastructure	30% according to the navigation assessment report	80% to be achieved in the next 5yrs	Annual Sector Reports	Budget Allocation Donor Funding Technical Capacity	10%	10%	10%	10%	10%	
Output 6.2: Local & international flights at Garowe & Bossaso airports increased	# of domestic and international flights in major airports increased	3,765 annual flights in 2019	21,611 target flights in 5yrs	Aviation Records Annual Sector Reports	Budget Allocation Donor Funding Technical Capacity	4,142	4,317	4,440	4,405	4,518	
Output 6.3: Efficiency at Puntland airport strengthened	% increase in the efficiency in Puntland Airport operations	30% according to the airports assessment report	70%	Aviation Records Annual Sector Reports	Budget Allocation Donor Funding Technical Capacity	10%	15%	5%	5%	5%	
Outcome 7: Airport Infrastructure & Equipment Improved											
Output 7.1: Galkaio Airports infrastructure & equipment improved	% Galkacyo New airport is constructed (Fencing, runway, and terminal)	5% work done	1 new full functional airport	Aviation Records Annual Sector Reports	Budget Allocation Donor Funding Technical Capacity						
	Galkacyo old Airport runway & terminal rehabilitated	40% based on the assessment report	65% target to be achieved	Aviation Records Annual Sector Reports	Budget Allocation Donor Funding Technical Capacity	5%	5%	5%	5%	5%	
Output 7.2: Bosaso Airports infrastructure & equipment improved	% Bosaso airport runway expanded and terminal renovated	40%	85% target to be achieved	Aviation Records Annual Sector Reports	Budget Allocation Donor Funding Technical Capacity	10%	15%	10%	5%	5%	
	% Bosaso Jet fuel station expanded	50%	90% target to be achieved	Aviation Records Annual Sector Reports	Budget Allocation Donor Funding Technical Capacity	20%	5%	5%	5%	5%	
	% Bosaso main road and car parking improved	30%	85% target to be achieved	Aviation Records Annual Sector Reports	Budget Allocation Donor Funding Technical Capacity	10%	20%	10%	10%	5%	

Output 7.3: Garowe Airports infrastructure & equipment improved	% Fire safety facility enhanced at Garowe airport	20%	80% target to be achieved	Aviation Records Annual Sector Reports	Budget Allocation Donor Funding Technical Capacity	5%	20%	15%	15%	5%
	Aviation security systems enhanced (e.g. X-ray machines, walk-through, CCTV camera) at Garowe and Bosaso airports	50%	90% target to be achieved	Aviation Records Annual Sector Reports	Budget Allocation Donor Funding Technical Capacity	15%	10%	5%	5%	5%
Output 7.4: 3 Airstrips (Qardho, Badhan & Buhodle) rehabilitated	# of airstrips rehabilitated	30%	80% target to be achieved	Aviation Records Annual Sector Reports	Budget Allocation Donor Funding Technical Capacity	10%	10%	10%	10%	10%
Outcome 8: Institutional capacity of the Aviation Ministry upgraded										
Output 8.1: Central HQ office constructed and Sub-offices in three major airports upgraded	HQ office constructed	1 in Garowe	1 new building	Aviation Records Annual Sector Reports	Budget Allocation Donor Funding Technical Capacity				1	
	3 Sub-offices in major airports upgraded	0	3 new sub-offices	Aviation Records Annual Sector Reports	Budget Allocation Donor Funding Technical Capacity		1	1	1	
Output 8.2: Staff Capacity building enhanced	School of aviation is established	1	1 school	Aviation Records Annual Sector Reports	Budget Allocation Donor Funding Technical Capacity		1			
	# of trainings conducted	Twice annually	10 trainings conducted	Aviation Records Annual Sector Reports	Budget Allocation Donor Funding Technical Capacity	2	2	2	2	2
Output 8.3: Develop legal frameworks for the ministry	Puntland Civil aviation and airport policy developed and operationalized	0	1 policy	Aviation Records Annual Sector Reports	Budget Allocation Donor Funding Technical Capacity		1			
	Puntland airports rules and regulations act developed and enacted	0	1 act	Aviation Records Annual Sector Reports	Budget Allocation Donor Funding Technical Capacity			1		
	Puntland airport emergency plan developed and enacted	0	1 emergency plan	Aviation Records Annual Sector Reports	Budget Allocation Donor Funding Technical Capacity		1			

	Puntland airports manual book developed	0	1 handbook	Aviation Records Annual Sector Reports	Budget Allocation Donor Funding Technical Capacity				1	
Infrastructure										
Ports Sub-sector										
Sector Priority: Efficiency of Port Services Enhanced										
Outcome 9: Port Infrastructure & Shipping Services Improved										
Output 9.1: Bosaso port expansion completed	% of Bosaso port expansion completed in the coming three years	Zero progress	By the end 2023, the port expansion has to be completed	Construction progress report	Legal contractual matter					
	# of warehouses constructed	0	3	Construction progress report	Donor Funding Technical Capacity		1	1	1	
	Container terminal constructed	None	1 container terminal constructed	Construction progress report	Legal contractual matter					
Output 9.2: Safety & security of Bosaso port improved	Improved safety & security measures of the port	50% (Security level of the Bosaso port)	100% (50% to be improved in the two years 2020/2021)	Incidence Reports	Technical Capacity Budget Allocation	20%	30%			
Output 9.3: Garacad port construction completed	Completion of construction of Garacad port	10%	By the end of 2022, the construction of Garacad port to be completed	Construction progress report	Availability of funding	40%	35%	15%		

FYPDP 2020-2024 Priorities	Indicators	Baseline	Target	MoV	Assumption	2020	2021	2022	2023	2024
Output 9.4: Fishing Jetties in 19 coastal areas constructed	# of fishing jetties constructed	19 fishing jetties physically exist, with staff on the ground but lack infrastructure and equipment	8 fishing jetties to constructed	Contractor Reports Annual Sector Reports	Donor Funding Technical Capacity	1	2	2	2	2
Infrastructure Sector										
Information & Technology Sub-sector										
Sector Priority: ICT Infrastructure and Services Development Enhanced										
Outcome 10: ICT Infrastructure & Postal Services Improved										
Output 10.1: Communication Law Reviewed and Approved	% Communication Law Reviewed and Approved	Act is draft	1 law to be developed and enacted	Annual Sector Reports	Technical Expertise Budget Allocation	1				
Output 10.2: ICT policy developed	% ICT Policy drafted	Policy is draft	1 policy to be developed and operationalized	Annual Sector Reports	Technical Expertise Budget Allocation Donor Funding		1			
Output 10.3: Connectivity in Puntland increased	% ICT connectivity in Puntland increased	70% is the current connectivity coverage	10% more connectivity coverage to be reached	Annual Sector Reports	Technical Expertise Budget Allocation Donor Funding	2%	2%	2%	2%	2%
Output 10.4: E-government Policy	# e-government policy drafted and reviewed	0	1 policy to be developed and operationalized	Training Report	Technical Expertise Budget Allocation		1			
Output 10.5: Second level of top-level Country Code Domain Name extended (PLSo)	Govt Domain code to be harmonized	1 ministry current use the PLSo code	40 govt institutions is targeted to be reached	All govt agencies use website and webmail	Subject to funding	5	10	10	10	5
Output 10.6: e-Government platform for efficient inter-government function as well as efficient delivery of services to the public developed	e-Government facilitated & emphasized	0	1	Sector Report	Technical Expertise Budget Allocation	1				1
Output 10.7: ICT capacity of ministry staff built	# of staff trained	30 ICT personnel trained	50	Sector Report	Technical Expertise Budget Allocation	10	10	10	10	10
Outcome 11: Postal Service Re-invented, Reestablished & Operationalized										
Output 11.1: Puntland Postal Service Policy Developed,	Policy developed, approved & implemented	0	1 policy to be developed and	Policy Document	Cabinet & Parliament Approval		1			

approved & implemented			operationalized		Budgetary Allocation Technical Capacity					
Outcome 12: Tourism, Culture & Heritage in Puntland Developed										

Output 12.1: Historical Sites in 3 Areas Taleh, Eyl & Bargal rehabilitated & re-operationalized	# of historical sites rehabilitated & re-operationalized	0	3	Annual Sector Reports	Budget Allocation Donor Funding INGO Programming		1	1	1	
Output 12.2: Cultural Promotion Policy fully developed, reviewed and approved	% Police developed and implemented	Policy is draft	1 policy to be developed and operationalized	Event Reports Annual Sector Reports	Budget Allocation Donor Funding Security/ Stability		1			
Output 12.3: Cultural Academy Center	%of cultural academy developed and fully built, site has been identified	0	1	Annual Sector Reports	Budget Allocation Security/ Stability			1		
Output 12.4: Cultural programs developed & promoted	# of traditional festivals held	0	5	Annual Sector Reports	Budget Allocation Security/ Stability	1	1	1	1	1
Output 12.5: Tourism sites around the beaches, Golis mountains & nearby historical sites developed	# of sites developed	0	3 beaches to be prepared for tourism	Annual Sector Report	Conducive Investment Environment		1	1	1	
Outcome 13: Growth of Media Industry in Order to Inform, Educate, Entertain the Citizens & Contribute to the Creation of Job Opportunities Enhanced										
Output 13.1: Media law reviewed and enacted	% of media law reviewed & adapted	1	The existing media law to reviewed	Policy Documents	Budget Allocation Cabinet & Parliament Approval			1		
	% of Puntland awareness law developed & adapted	0	1 law to be developed and enacted	Regulation documents	Budget Allocation Compliance Enforcement		1			
Output 13.2: TV and FM radios stations in the Districts licensed	% of TV and FM radio stations with operating licenses	0	All Puntland TVs and FMs stations will be fully registered and licensed	Annual Sector Reports	Budget Allocation Funding and Technical support from Development Partners			1		
Output 13.3: Journalists capacity & media capacity built	% of journalists with built capacity & media skills	20%	10%	Annual Sector Reports	Budget Allocation Compliance Enforcement		1			
Outcome 14: Human Rights, Environmental and Gender Protection in Infrastructure Projects										

FYPDP 2020-2024 Priorities	Indicators	Baseline	Target	MoV	Assumption	2020	2021	2022	2023	2024
Output 14.1 Access to information and public participation on infrastructure projects	# of public participation forums held on infrastructure projects	n/a	100% (all projects must undertake public participation information and forums)	Public participation reports	Budget allocation					
Output 14.2: Human rights and environmental safeguards in projects designs and implementation Plans	# Project documents and policies	n/a	100% (all project documents must contain environment and human rights safeguards clauses)	Projects designs and plans, project agreements, Investment agreements	Budget allocation					
Output 14.3: Gender and anti-discrimination policies in infrastructure projects	# of policies on gender inclusivity	n/a	100% (all projects must contains gender mainstreaming policies and anti-discrimination policies)	Projects designs and plans, project agreements, Investment agreements	Budget allocation					
Output 14.4: Complaints handling mechanisms in infrastructure projects investment agreements.	Project complaints handing policy and mechanisms	n/a	100% (all projects must have a complaints handling mechanism)	Project designs, plans and agreements	Budget allocation					

Annex 1(b): Social Service Development Sector Results Matrix

Sector Priority: Efficient delivery of social services to the people of Puntland

FYPDP 2020-2024 Priorities										
Social Services Development and Provision	Indicators	Baseline	Target	MoV	Assumption	2020	2021	2022	2023	2024
Education Sub-sector										
Sector Priority:										
Outcome 1: Improved access and equity in Education at all levels										
Output 1.1: Increased access to education through continued expansion of formal education	# of schools built	658 primary 112 secondary 18 TVET	708 primary 132 secondary 23 TVET	MoEHE Annual Report	Increased budgetary allocation	5 4 1	15 4 1	15 4 1	10 4 1	5 4 1
Output 1.2: Increased enrolment at all levels to promote equity	% increase in enrolment rates (disaggregated by gender)	63.70%	88.7%	MoEHE Annual Report	Accessibility to education	5%	5%	5%	5%	5%
Output 1.3: Increased teaching staff hired including female teachers at all levels	# of teachers employed (female %)	4806 primary 1234 secondary 130 TVET	300 primary 150 secondary 70 TVET	MoEHE Annual Report	Women interest	60/ 30/ 14	60/ 30/ 14	60/ 30/ 14	60/ 30/ 14	60/ 30/ 14
Output 1.4: Enhanced transition rates for all genders through female friendly spaces in schools	% increase in transition rates (female %)	96.30%	100%	MoEHE Annual Report	Accessibility to education					
Output 1.5: Girl-child education enrollment and retention increased	% of girls retained in the school system	96.20%	100%	MoEHE Annual Report	Equity in education					
Output 1.6: Libraries and laboratories built and enhanced	# of libraries built	0	10 libraries	Ministry Progress reports	Availability of funds	2	2	2	2	2
	# of laboratories built	0	10 laboratories	Ministry Progress reports	Availability of funds	2	2	2	2	2
Output 1.7: Built and operational specialized schools for the deaf and blind	# of schools built	1 school for the blind	2 schools for the deaf 2 schools for the blind	MoEHE Annual Report	Availability of funds		1 for deaf 1 for blind	1 for deaf 1 for blind		

Outcome 2: Improved efficiency, quality and standards of education										
Output 2.1: Enhanced Teacher Education and Training	# of teachers trained	4806 primary 1234 secondary 130 TVET	1000 primary 500 secondary 50 TVET	Quarterly MoEHE Reports	Increased budgetary allocations	200/100	200/100	200/100	200/100	200/100
Output 2.2: Improved and strengthened supervision of schools and teacher support	# of supervisory visits by MoEHE officials	36%	20	Quarterly MoEHE Reports	MoEHE supervisory capacity	4	4	4	4	4
Output 2.3: Enhanced examination and certification systems	Level of confidence in examination and certification system	40%	80%	Public perception survey	Capacity and funds for survey					
Output 2.4: Reduced drop-out rates at all levels	% reduction in dropout rates	3.70%	60%	MoEHE Quarterly reports	Accessibility to quality education					
Outcome 3: Strengthened Systems and Administration										
Output 3.1: Strengthened and standardized EMIS	# of REO with EMIS	9	9 REOs	MoEHE Reports	Availability of funds					
Output 3.2: Improved capacity of ministry staff at all levels	# of MoEHE staff trained	100	150 MoEHE staff trained	MoEHE Training Reports	Budgetary allocation					
Output 3.3: Strengthened financial management systems for effective resource mobilization and utilization	# of REOs using MS for resource mobilization & utilization	9	9 REOs	MoEHE Reports	Availability of funds					
Output 3.4: Enhanced coordination of Ministry stakeholders	# of coordination meetings held	0	60	Meeting minutes	Coordination among Education actors	12	12	12	12	12
Output 3.5: Developed and implemented policy and legislative frameworks	# of policies/frameworks developed and implemented	6	15	MoEHE Reports	Availability of funds Implementation capacity	3	3	3	3	3

Health Sub-sector											
Sector Priority:											
Outcome 4: Improved access to health care services											
Output 4.1: Financing and budgeting enhanced	% increase in budgetary allocation	2.5%	5.50% (Gov. budget on health will be increased by 3%)	State Budget Paper	Availability of funds		0.5%	1%	1%	0.5%	
Output 4.2: primary Health care service enhanced and Secondary Health service improved	% increase in health care coverage	40%	70% (health coverage will be increased by 30%)	MoH Annual Reports / M&E reports	Budgetary allocation	5%	5%	10	5	5%	
Output 4.3: Improved Infrastructure – buildings and facilities	# of health facilities built	327	414 (87 new health facilities will be built in the coming 5yrs)	MoH Annual Reports / M&E reports	Availability of funds	12	15	20	20	20	
Output 4.4: Quality Human Resources hired	# of health personnel hired	3500	5000 (1,500 more health workers will be hired)	MoH Human Resource Records	Budgetary allocations	300	300	300	300	300	
Output 4.5: Train all employees - management and health workers - on human rights in health care.	# number of health workers and management trained on human rights	0	5 human rights training will be conducted	Training reports	Budgetary allocation	1	1	1	1	1	
Output 4.6: Training of medical and health personnel including women enhanced	# of health personnel trained (disaggregated by gender)	7	35 health trainings will be conducted	MoH Human Resource Records	Budgetary allocations	7	7	7	7	7	
Output 4.7: Referral system and health information management system developed and enhanced	Level of efficiency in referral system & HIMS	50%	80% referral system efficiency will be increased by 30%	MoH Progress Reports	Capacity Funding	5%	5%	10%	5%	5%	
Output 4.8: Primary health services to the rural and remote regions increased	% coverage of PHS in rural & remote regions	30%	75% PHS coverage will be increased by 35%	MoH Quarterly Reports	Capacity Funding Budgetary allocations	5%	15%	5%	5%	5%	
Outcome 5: Enhanced quality and standards of medical services and drugs											

Output 5.1: Regulation and Registration of Medical practitioners	% of Practitioners registered	30%	75% (45% of the practitioner will be regulated and registered)	Sector Annual Reports	Compliance	5%	10%	10%	10%	10%
Output 5.2: Inspection and facilitation for quality and safety of medicine	% increase in quality & safety of medicine	20%	70% (Quality and safety of medical supplies will be increased by 50%)	Inspection facts and figures	Budgetary allocation	10%	10%	10%	10%	10%
Output 5.3: Medical waste disposal and management	% of health facilities with waste management facilities	15%	90% (75% of health facilities will be provided with waste disposal facilities)	Health sector M&E Reports	Funding	15%	15%	15%	15%	15%
Output 5.4: Medical Research and development enhanced	% increase in R&D	10%	50% (Efforts on medical research and development will be increased by 40%)	MoH R&D Section Reports	Funding		10%	10%	10%	10%
Output 5.5: Improved capacity for investigation and care for HIV/AIDS patients	& increase in capacity of HIV/AIDS health care providers	20%	60% (40% of the HIV/AIDS health workers capacity)	AIDs commission reports	Budgetary allocation	5%	10%	10%	10%	5%
Output 5.6: improved EPI Coverage	Increase EPI routine coverage	60%	85% (EPI coverage will be increased by 25%)	EPI Coverage reports	Budgetary allocation	5%	5%	5%	5%	5%
Outcome 6: Improved Access to Mental Health Care										
Output 6.1: Develop Puntland Mental Health Strategy aligned with Somali National Mental Health Strategy and WHO Global and Regional Strategy on Mental Health	Puntland Mental Health Strategy 2020-2024	0	Strategy Developed and launched by 2022	Validated Puntland Mental Health Strategy	Availability of funds			100%		
Output 6.2: Develop mental health action plan based on Mental Health Strategy	Develop mental health action plan 2021-2022	n/a								
Output 6.3 Review Puntland Health policy to ensure mental health care is sufficiently integrated with primary health care.	Reviewed Puntland Health Policy	Puntland Health Policy	Puntland Health Policy Integrating mental health	Revised Puntland Health Policy	Capacity Funding and budgetary allocation					
Output 6.4: Increase the mental health care budget to ensure that it is equitable	% increase in budget allocation to mental health provision	n/a	20% increase e per year	80% increase in mental health	Budgetary allocation	-	20%	20%	20%	20%

				budgetary allocation						
Output 6.5: Improve human resources through recruitment and training of health care staff	# of staff recruited and trained	n/a	Increased staff numbers benched to WHO regional and international threshold for concentration density	# of staff recruited and trained in mental health care provision	Budgetary allocation And Support from donors					
Output 6.6: Strengthen the information system for evaluation and monitoring of mental health in Puntland	HMIS capacity to evaluate and monitor mental health care statistics and provision	n/a	HMIS upgraded to evaluate and monitor mental health information	HMIS with capacity of evaluate and monitor mental health provision	Budgetary allocation and donor support for HMIS upgrade		30%	70%		

Women Development Sub-sector										
Sector Priority:										
Outcome 7: Gender mainstreaming in policy processes enhanced										
Output 7.1: laws , policies , strategies and guidelines related to Women and children are developed or reviewed and implemented	# of legal /policies guidelines, strategies operating procedures, related to women and children developed/ reviewed, and implemented	6	25	Sector M&E Reports	Capacity	4	5	6	5	5
Output 7.2: increased access to economic opportunities for women through improved technical skills and access to financial services to start income generating activities	# of women trained on advanced enterprise development		2,500	Training Reports	Funding	500	500	500	500	500
	# of women entrepreneurs received financial support	570	3,000	Sector M&E Reports	Funding	570	600	600	530	600
Output 7.3: increased protection of women against gender based violence and reduced prevalence of harmful traditional practices against girl child (FGM)	# of advocacy campaigns, events, trainings, workshops conducted	20	200	Training/event s reports	Funding	20	30	50	50	50
	# of survivors received multi-sectoral GBV services	150	550	GBVIMS data	Funding	150	100	100	100	100
	-#Safe house /safe spaces established and operational	3	15	Safe House report	Funding	3	3	3	3	3
	Extant to community FGM practice reduced / social behaviors changed	FGM baseline survey was conducted 1998	24	FGM baseline survey/ evaluation report	Funding	4	4	4	4	4
Output 7.4: Increased participation and representation of women in Leadership, Governance, and Decision making at all levels	# of campaign towards community understanding of gender concepts and political participation conducted	19	94	Activity reports/media campaigns	Funding	19	20	15	20	20
Output 7.5: Increased participation and representation of women in Leadership, Governance, and Decision making at	% of women's representation increased on Public	10%	20%	Gender trends and statistics	Funding	10	3%	2%	3%	2%

all levels	spheres ,(district councils, commissions, MPs and other government									
	# of capacity development/leadership training conducted	15	85	Training reports	Funding	15	15	15	20	20
Output 7.6: strengthened child protection form abuse, neglect, violence and general family well being	# of child protections awareness and advocacy conducted	35	180	Reports	Funding	35	40	30	35	40
	% of children in need of protection that are identified and referred to relevant services	324	2,314	PREMERO data base report	Funding	324	500	500	500	500
	% of UAC and separated children who are reunited with their family or are in an alternative care placement	120	720	PREMERO data base report	Funding	120	150	150	150	150
	# of community workers/secondary school graduates received scholarship opportunities in social work	240	360	# of students graduate form SW or continue their education		240	80	80	0	0
	# of CP safe houses established and operational	12	15	Safe houses		14	15	15	15	15
Output 7.7 Increased participation and representation of women in Leadership, Governance, and Decision making at all levels	# of campaign towards community understanding of gender concepts and political participation conducted	19	94	Activity reports/media campaigns	Funding	19	20	15	20	20
	# Number of children formerly associated	140	633	PREMERO data base	Funding	58	75	150	150	200

	with armed conflict released and received reintegration support			report						
	# of adolescence /youth with innovative business ideas trained and supported	200	1,000	Training report/grants provided	Funding	200	200	200	200	200

Labor, Youth & Sport Sub-sector										
Sector Priority:										
Outcome 8: Human Resource Capacity enhanced										
Output 8.1: Human resource database management system developed	# of databases developed	Biometric HR database was fully operational	HR database management is sustained	Sector M&E Reports	Budgetary allocation					
Output 8.2: Pension for retiring civil servants provided through Ministry of Labour, Youth and Sports	% of retiring staff pensioned	0%	420 civil servants will be pensioned	Sector M&E Reports	Budgetary allocation				420	
Output 8.3: Civil servant capacity building programs provided	# of civil servant provided capacity building opportunities	360 civil servant provided training programs	3,100	Sector M&E Reports	Funding	400	500	800	900	500
Output 8.4: Human resource legal framework	Review private labor law #65, pension act & pay and grading policy	An existing acts and policies to be reviewed								
	Develop Human resource planning and forecasting policy	0								
	Human resource information management policy	0								
	Develop occupational health and safety policy									
Outcome 9: Youth employment and empowerment enhanced										
Output 9.1: Technical and Vocational trained for youth improved	# of youth trained in locally marketable technical and vocational skills	1,050 youth trained	8,500	Sector M&E Reports	Funding	1,100	1,300	1,600	2,000	2,500
Output 9.2: Establishment of employment bureau and internship/apprenticeship programs	# of bureaus and internship/apprenticeship programs established	0	1	Sector M&E Reports	Funding			1		
Output 9.3: Enhanced sports and cultural facilities for the youth	# of sports facilities constructed and repaired	3 old stadiums	3 stadiums repaired, 3 stadiums constructed	Sector M&E Reports	Funding		2	1	1	2

Output 9.4: Youth Development Fund operationalized	Operationalized Youth Development Fund	Youth development fund is in place	Youth development fund is operational	Sector Reports	M&E	Funding Budgetary allocation					
Output 9.5: Civic engagement on human rights, peace and stability promotion for youth enhanced	Proportion of youth educated in human rights, peace and stability promotion	2,500 youth eqiped human rights, peace and stability	25,000 youth engaged with civil education	Sector Reports	M&E	Funding INGO/CSO coordination	3,000	4,000	5,000	6,000	7,000

Output 9.6: Development of Ministry's legal framework papers	Sports Policy Developed	0	Sports policy developed and operational	Sector M&E Reports	Capacity Budgetary allocation	1				
	Youth act developed	0	Youth act finalized and enacted	Sector M&E reports	Capacity Budgetary allocation		1			
	TVET and job creation policy	0	TVET policy developed and operationalized	Sector M&E reports	Capacity Budgetary allocation		1			
Output 9.7: Youth led initiatives to promote employment, entrepreneurship and productivity facilitated	Proportion of youth participating in youth-led initiatives	4	25 youth led initiatives promoted	Sector M&E Reports	Funding INGO Support	4	5	6	7	3
Output 9.8: The creation of employment opportunities for the youth facilitated	Proportion of youths with access to employment opportunities	1,300 youth equipped with skills and financial support	9,800 youth will be supported with skills and job creation	Sector M&E Reports	Funding INGO Support	1,500	1,700	1,900	2,200	2,500
Output 9.9: Youth development centers maintained and increased	More youth development centers constructed and the existing centers maintained	4 youth centers	4 more youth centers targeted to be constructed	Sector M&E Reports	Funding INGO Support	1	1	1	1	
Outcome 10: Institutional Capacity of Ministry of Labor, Youth & Sports Enhanced										
Output 10.1: Office premises constructed for the Ministry	Office premises constructed for the ministry	Current office space not enough	Office compound for the ministry is targeted to be completed in three years	Sector M&E Reports	Funding INGO Support					
Output 10.2: IPAM office premises constructed and equipped	Office space for IPAM to be constructed	IPAM current reside at GTEC		Sector M&E Reports	Funding INGO Support					
Outcome 11: Improved Social welfare for the vulnerable groups										
Output 11.1: Organizational and human capacity building for the Social Welfare Agency enhanced	Capacity building done for SWA	0	Equipment provided and office becomes operational, staff trainings conducted	SWA Annual Report	Budgetary allocation Funding					
Output 11.2: Social Welfare Services at regional and district Levels improved and streamlined	# of Regional offices staffed and operational	0	9	SWA Annual Report	Budgetary allocation Funding					

Output 11.3: Affirmative action for the marginalized (PLWDs, IDPs and Orphans & minority ethnicities) implemented	Proportion of PLWDs, IDPs and Orphans & minority ethnicities covered by SWA	20%	80%	SWA Report	Budgetary allocation Funding INGO Support	10%	10%	20%	20%	20%
Output 11.4: Financial support to vulnerable groups (such as orphans) enhanced	# of vulnerable groups financially supported	0	4,000	SWA Report	Budgetary allocation Funding INGO Support		1,000	1,000	1,000	1,000
Outcome 12: Improved capacity for the Puntland Civil Service Commission										
Output 12.1: Offices and facilities for the Commission improved	PCSC offices and facilities improved	1	Improved civil service	PCSC Reports	Budgetary allocation					

Output 12.2: Operations for the PCSC streamlined and standardized	PCSC operations standardized	unknown	PCSC mandate clarified and implemented	PCSC Reports	Capacity Political will					
Output 12.3: Performance Management for the civil service enhanced	% increase in PCSC performance	20%	80%	PCSC Performance appraisal Reports	Capacity Budgetary allocation	10%	10%	20%	20%	20%
Outcome 13: Improved institutional capacity for the Puntland Aids Commission										
Output 13.1: Public awareness on HIV and AIDS expanded	# annual public campaigns conducted	n/a	5	PAC Records/Reports	Budgetary allocation Funding INGO/CSO Coordination	1	1	1	1	1
Output 13.2: Social support system for PLWHA enhanced	% of PLWHA with access to socioeconomic support	n/a	80%			10%	10%	20%	20%	20%
Output 13.3: Improved technical and human resources capacity	# of trainings and development programs conducted	n/a	3	PAC Human Resource Reports	Budgetary allocation Funding		1	1	1	
Output 13.4: Improved infrastructure and physical facilities for the Commission	# of physical facilities built/provided	1 rented office in Garowe	2 office, 2 vehicles and assorted office equipment	PAC Reports	Budgetary allocation Funding INGO Support					
Outcome 14: Enhanced Capacity for Disaster Management										
Output 14.1: Enhanced operational capacity for disaster response and restoration	# of vehicles and equipment purchased	n/a	2 vehicles and assorted equipment	PAC Reports	Budgetary allocation Funding INGO Support					

Output 14.2: Enhanced systems for early warning and disaster detection	Early warning system developed and operationalized	n/a	1	PAC Reports	Budgetary allocation Capacity					
Output 14.3: Improved technical and human resources capacity	# of staff training	Limited training	100%	PAC Reports	Budgetary allocation	20%	20%	20%	20%	20%
Output 14.4: Improved infrastructure and physical facilities for the Agency	# facilities built	1 office (HQ) in Garowe	3 regional offices	PAC Reports	Budgetary allocation Funding INGO Support		1	1	1	

Annex 1 (c): Security and Justice Sector Results Framework

Rule of Law, Security and Justice Sector Development Results Framework

Sector Priority: Advancing Rule of Law, Security and Justice in Puntland

FYPDP 2020-2024 Priorities	Indicators	Baseline	Target	MoV	Assumption	2020	2021	2022	2023	2024
Security Sub-sector										
Sector Priority:										
Outcome 1: Organizational and Personnel Capacities Developed										
Output 1.1: Security Sector Reform Policy/Act Reviewed and Implemented	Implementation of Policies/acts	2	7	MoS Reports	Capacity	1	2	2	1	1
Output 1.2: Key departmental functions restructured and staffing	organizational restructured completed	8 Dept	6 Dept	MoSDDR HR Records, approved organogram	Budgetary allocation		6 Dept			
	# of competent skilled staff hired	2	15	MoS HR Records	Budgetary allocation	3	5	3	2	2
Output 1.3: Ministry's personnel and other related security officials capacitated (Police and Darwish)	# of capacity building and training conducted	2	10	Sector Annual Report	Capacity Budgetary allocation Funding and Technical support from Development Partners	2	2	2	2	2
	# of security personnel patches trained (Police and Darwish).	2	15 patches	Sector Annual Report	Funding Budgetary allocation Funding and Technical support from Development Partners	2	3	4	3	3
Output 1.4: Logistics and operational requirements provided	# of police stations fully equipped	6	16	Sector Annual Report	Funding Budgetary allocation Funding and Technical support from Development Partners	1	4	4	4	3

	# of Police Stations Renovated	6	16	Sector Annual Report	Funding Budgetary allocation Funding and Technical support from Development Partners	1	4	4	4	3
	# of New Police Stations built	7	10	Sector Annual Report	Funding Budgetary allocation Funding and Technical support from Development Partners	0	4	2	2	2
Output 1.5: Human Resource Policy established	Developed and implemented human resource policy	1	1	MoS HR Records	Budgetary allocation Capacity		1			
Output 1.6: Registration, selection, screening and rightsizing of capable security forces through biometrics Continued	# of Patches of Security Forces registered, selected, screened and right sized via biometrics	2	15	Sector Annual Report	Budgetary allocation Compliance	3	3	3	3	3
Output 1.7: Gender mainstreaming in the security sector	Affirmative action implanted	2 %	20%	Sector Annual Report	Funding Budgetary allocation Funding and Technical support from Development Partners Support for Women interest	4%	4%	4%	4%	4%
Output 1.8: Infrastructure, facilities, premises and assets necessarily for basic security service delivery provided	# of new police stations built	7	12	Sector Annual Report	Funding Budgetary allocation Funding and Technical support from Development Partners	1	2	3	3	3
	# of vehicles procured for security services	15	40	Sector Annual Report	Funding Budgetary allocation Funding and Technical support from Development Partners	5	10	10	10	5
	# of security personnel provided with communication equipment	20	100	Sector Annual Report	Funding Budgetary allocation	20	20	20	20	20

Outcome 2: Human resource capacities of both public and private security agencies built										
Output 2.1: Security sector coordination meeting	# of coordination meetings held	12	120	Sector Annual Report	Security Coordination	24	24	24	24	24
Output 2.2: Security coordination meetings on security sector reform with partners held (SWG meeting)	# of meetings held yearly	12	60	Sector Annual Report	Security Coordination	12	12	12	12	12
Outcome 3: Weapons reduction scaled up and DDR engagement strengthened										
Output 3.1: Massive public awareness on demobilization, disarmament and reintegration conducted	# of quarterly awareness raising campaigns Conducted	3	20	Sector Annual Report	Budgetary allocation Security Capacity	4	4	4	4	4
	# of districts with demobilization sign posts	7	50	Sector Annual Report	Budgetary allocation Security Capacity	10	10	10	10	10
Output 3.2: Demobilization, disarmament and reintegration policy and regulations developed and implemented	# policies and regulations developed	2	5	Sector Annual Report	Budgetary allocation Capacity Funding and Technical support from Development Partners	1	1	1	1	1
Output 3.3: Disarmament, demobilization and reintegration program for youths developed and implemented	# of youths disarmed, demobilized and reintegrated	420	5000	Sector Annual Report	Budgetary allocation Security Capacity Funding and Technical support from Development Partners	1000	1000	1000	1000	1000
Output 3.4: Disarmament, demobilization and reintegration program for youths developed and implemented	# of youths disarmed, demobilized and reintegrated	420	5000	Sector Annual Report	Budgetary allocation Security Capacity Funding and Technical support from Development Partners	1000	1000	1000	1000	1000

Outcome 4: Cooperation, networking and coordination among security partners strengthened											
Output 4.1: Security sector cooperation and coordination Enhanced	# of coordination meetings held	0	5	Sector Annual Report	Security Coordination	1	1	1	1	1	1
Output 4.2: Joint security framework on the Joint Security Sector Governance Programme (JSSGP) followed	Extent of utilization of JSSGP framework	15%	100%	Sector Annual Report	Funding Budgetary allocation Funding and Technical support from Development Partners Security	20%	20%	20%	20%	20%	20%
Output 4.3: Monthly security coordination meetings on security sector reform progress held	Frequency of meetings held in a year	12	12	Sector Annual Report	Security Coordination	12	12	12	12	12	12
Outcome 5: Mechanisms for immigration, counter violence extremism, human trafficking/smuggling, piracy and other drivers of violence developed and implemented											

[illegible]

Output 6.1: Community policing policy established	community policing drafted	1	1	Sector Annual Report	Budgetary allocation Security Capacity		1			
Output 6.2: Community-police level established (district., region, state, national)	# of communities policing levels implemented	4	36	Sector Annual Report	Coordination Security Capacity	7	8	9	7	5
Output 6.3: Business and residence partnership to form neighborhood safety committee	# of neighborhood safety committee established	4	36	Sector Annual Report	Budgetary allocation Security Funding and Technical support from Development Partners	7	8	9	7	5
Output 6.4: Civilian oversight of the security sector established	# Oversight committee established	1	9	Sector Reports M&E	Oversight Institutional integrity	2	2	2	2	1
Outcome 7: Demining, land safety restoration and landmine victim support carried out										
Output 7.1: Mines and Explosive Risk Education carried out	# of Mobile MRE Teams	1	10	Sector Annual Report	Budgetary allocation Security Capacity	1	2	2	2	2
Output 7.2: Clearance and destruction of UXO and landmines continued (Teams Deployment)	# of districts surveyed for landmines and UXOs 3 (Nugaal, Muduq, Sool)	2	12	Sector Annual Report	Security Capacity Funding and Technical support from Development Partners	2	2	2	2	2
	# of Security Officers trained on Demining and Destruction of UXOs and EOD	25	100	Sector M&E Report	Budgetary allocation Security Capacity Funding and Technical support from Development Partners	15	15	15	15	15
	# Contaminated places/ areas cleared	2	20	Sector M&E Report	Budgetary allocation Security Funding and Technical support from Development Partners	2	4	4	4	4
	# of Mine Detector Dogs Acquired	2	7	Sector M&E Report	Budgetary allocation Funding	1	1	1	1	1
Output 7.3: UXO and landmine victim assistance given	# of victims of UXOs and Landmines given assistance	1	50	Sector M&E Report	Budgetary allocation Funding Capacity Funding and Technical support from Development Partners	9	10	10	10	10
Outcome 8: Information sharing and communication technologies improved										
Output 8.1: Security information report	# Security Information Report generated	4	60	Sector M&E Report	Budgetary allocation Capacity	12	12	12	12	12
Output 8.2: Organizational	# implementation of	1	3	Sector M&E	Budgetary allocation	-	1	1	1	-

communication strategy, policy and channels developed	organizational communication strategy			Report	Capacity						
Output 8.3: Security database system developed	# of security database systems developed	1	3	Sector Annual Report	Budgetary allocation Capacity	-	1	1	1	-	
Output 8.4: Publications on security analysis and progress reports	# of Publications developed and disseminated	1	5	Sector Annual Report	Budgetary allocation Capacity	1	1	1	1	1	
Outcome 9: Conflict Management and Resolution within sub-clans and other Conflicted Environments Enhanced											
Output 9.1: Mechanisms to prevent and stop clan conflicts	Early warning systems mechanisms established	3	9	Sector Annual Report	Budgetary allocation Capacity Security Community support	3	3	2	1	-	
Output 9.2: Peace Education Campaigns To Reduce Clan Conflicts In Rural Areas Conducted	# of regions where Peace education campaigns are conducted	2	20	Sector Annual Report	Budgetary allocation Capacity Security Community support	2	4	4	4	4	
Output 9.3: Media outreach programs strengthening peace and conflict resolutions conducted	Frequency of publication of events and programs	1	9	Sector Annual Report	Budgetary allocation Capacity	2	1	2	1	2	
Output 9.4: Peace Awards Program to citizens as a tool for public participation Developed and Implemented	Frequency of Awards on Peace and Security	1	5	Sector Annual Report	Budgetary allocation Security	1	1	1	1	1	
Outcome 10: Application of human rights-based approach to security service delivery promoted											
Output 10.1: Human Rights Based Approach to security provision applied	# of security personnel trained on gender sensitive service delivery	200	5,000	Sector M&E Reports	Budgetary allocation	1,000	1,000	1,000	1,000	1,000	
	# of reports of violence against Girls and Women that are investigated	20	100	Sector M&E Reports	Budgetary allocation Community support	20	20	20	20	20	
Output 10.2: Rights-holders and affected communities represented in the Puntland Security Agenda	# increase in security forces that are women	5%	20%	Sector M&E Reports	Budgetary allocation INGO Support	4%	4%	4%	4%	4%	
Outcome 11: Puntland Private Security Agencies and Their Personnel Registered and Licensed											
Output 11.1: Policy on registration and licensing of private security companies developed.	Drafted Policy for registration and licensing of private security companies.	-	1	Policy on registration and licensing of private security guards	Budget allocation	-	1	-	-	-	
Output 11.2: Private Security Regulation Act drafted	Extent of development and implementation of the Private Security Policy	-	1	Sector Annual Report	Budgetary allocation Compliance Capacity	-	1	-	-	-	
Output 11.3: Training programs for security guards developed	Training program for security guards developed	1	12	Training programs for security guards	Budget allocation	2	3	3	2	2	
Output 11.4: Legal framework for	Legal framework for private	1	1	Approved legal	Budget allocation	-	1	-	-	-	

private security service reviewed and implemented	security services reviewed and approved			framework for private security services						
---	---	--	--	---	--	--	--	--	--	--

Outcome 12: Conditions of traffic safety and security in Puntland improved										
Output 12.1: Legal framework for traffic safety and security reviewed and implemented	Legal framework for traffic security reviewed, drafted, approved and implemented	1	1	Approved legal framework for traffic safety and security	Budget allocation	-	1	-	-	-
Output 12.2: Action plan for strengthening the traffic police work developed	Developed and approved action plan for traffic police work	15	100	Approved action plan	Budget allocation	25	25	25	25	-
Outcome 13: Infrastructural Development of the security sector										
Output 13.1: Build and renovate ministry of security headquarters and regional offices	# Offices built/renovated	1	9	Modern Offices established HQ/Regions	Budget allocation and financial and technical	3	2	2	2	1
	#Offices Equipped	1	9	built equipped	and support from development partners	3	3	2	2	2
Output 13.2: Establish Intelligence HQ for PISA and provide necessary equipment.	Modern building for PISA built and equipped	-	1	Modern PISA headquarters	Budget allocation and financial and technical support from development partners	-	-	1	-	-
Output 13.3 Build new police stations and rehabilitate old ones in the regions to enhance security	# of new police stations built and # of old police stations rehabilitated	7	25	New police stations built and old ones rehabilitated	Budget allocation and financial and technical support from development partners	5	5	5	5	5
Output 13.4 Renovate regional police HQ offices in all regions of Puntland	# of regional police HQ offices built/renovated	1	9	Police Regional Offices built	Budget allocation and financial and technical support from development partners	1	2	3	2	2

Justice and Rule of Law Sub-sector										
Sector Priority:										
Outcome 14: Effective & Efficient Judicial Services Enhanced										
Output 14.1: Public trust in the judiciary increased	Level of Confidence in Public Prosecution	Medium (30% to 50%)	High (70% to 80% confidence rate)	Public Perception Survey Report	Funding Technical support	6%	6%	6%	6%	6%
Output 14.2: Access to justice improved	# of Districts with Access to Mobile Courts	27	41(14 more to be established)	MoJRAR Annual Report	Funding Technical support	2	3	3	3	3
	# of Gender Based violence cases Reported & prosecuted.	140 Cases annual	25% incidence reduction is targeted	Expert Interviews M&E reports	Funding Technical support Donor Support Funding and Technical support from Development Partners	5%	5%	5%	5%	5%
	% of the Public that believes Courts are Impartial regardless of gender, ethnicity or religion	Medium (30% to 50%)	High (70% to 80% confidence rate)	Public Perception Survey Report	Funding Technical support	6%	6%	6%	6%	6%
Output 14.3: Efficiency & effectiveness of the courts enhanced	% reduction in duration of processing court cases from hearing to judgment	Medium (50% to 60%)	High (70% to 80% confidence rate)	Public Perception Survey Report	Funding and Technical support from Development Partners	4%	4%	4%	4%	4%

Outcome 15: Integrity, Transparency & Accountability of the Judiciary Improved										
Output 15.1: Independence & integrity of the judiciary strengthened	% of the public believing judges are able to make decisions free of interference from government or politicians	Medium (30% to 50%)	High (70% to 80% confidence rate)	Public Perception Survey Report	Funding support	Technical	6%	6%	6%	6%
Output 15.2: Transparency & accountability of the judiciary improved	Public complaints response mechanism established	0	1	MoJRAR Annual Report	Funding support	Technical		1		
Outcome 16: Administrative, Management & Infrastructural Capacity of the Judiciary Enhanced										
Output 16.1: Material resources & adequate infrastructure availed & built	An Automated Case Management & Data Integrity Protocol developed	0	1	MoJRAR Annual Report	Funding support	Technical			1	
	# of judges & prosecutors assigned Security Personnel	10	49 judges to be supported	Judicial Council Annual Report	Donor support	Budgetary allocation		15	20	10
	# of Motor vehicles assigned to judges & prosecutors	7	10 judges to be assisted	Judicial Council Annual Report	Donor support	Budgetary allocation	2	2	2	2
	# of Courts constructed	13	5 new courts	MoJRAR Annual Report	Donor support	Budgetary allocation	1	1	1	1
Output 16.2: Increased recruitment & professional skills of judicial personnel	# of legal trainings offered to judiciary personnel	2	5 trainings to be conducted	Training Reports	Funding support	Technical support	1	1	1	1

	Sufficiency of remuneration to recruit & retain judges & prosecutors at entry level	1 (on a scale of 1-6)	3 (on a scale of 1-6)	MoJRAR Annual Report	Budgetary Allocation Funding and Technical support from Development Partners					
Outcome 17: Human Rights of Vulnerable groups particularly Women & Children Promoted										
Output 17.1: Legal Aid Services especially for Women & Children in Conflict with the Law Strengthened	# of Women with access to free legal aid	2100 annual	12,000	MoJRAR Annual Report	Budgetary allocation Funding and Technical support from Development Partners	2,400	2,400	2,400	2,400	2,400
	# of Children in conflict with the law with access to free legal aid	600	4,000	MoJRAR Annual Report	Budgetary allocation Funding and Technical support from Development Partners	800	800	800	800	800
Output 17.2: Equal juvenile law application by judges.	# of diversion centers established	0	4	MoJRAR Annual Report	Funding Technical support		1	1	1	1
	# of Children under Diversion	0	1,000	Human Rights Reports	INGO Coordination	200	200	200	200	200
Output 17.3: Special procedures for women & child victims & witnesses of crime developed & implemented	Witness protection mechanism established	0	1	MoJRAR Annual Report	Budgetary allocation Funding INGO Coordination		1			

Outcome 18: Effective & Efficient Prison & Social Rehabilitation Services Provided										
Output 18.1: Prisoners' health, welfare & rehabilitation services through human rights-based approaches enhanced	# of female wings in the prisons	2	3 new female wings	MoJRAR Annual Report	Donor support Budgetary allocation Technical support INGO Coordination		1	1	1	
	# of programs for clean water & sanitation implemented in custodial services	3	2 more new is targeted	MoJ & MoS Reports	Donor support Budgetary allocation Technical support INGO Coordination	1	1			
	Existence & quality of health services (psychosocial) provided to prisoners (scale of 1-6)	1	3 to 6 to be targeted	Custodial Services Department Reports	Donor support Budgetary allocation Technical support INGO Coordination					
	# of Prisoners trained & equipped with vocational skills	20%	80%	Custodial Services Department Reports	Budgetary allocation INGO Coordination	16%	16%	16%	16%	16%
Output 18.2: Security, safety & order in custodial corps improved	# of Medical Officers per Prison	1	3	MoJRAR Annual Report	Budgetary Allocations INGO Coordination					
	% Improvement in security, safety & order in custodial corps	60%	85%	Custodial Services Department Reports	Budgetary allocation Technical support INGO Coordination	5%	5%	5%	5%	5%
Outcome 19: Administrative, Management & Infrastructural Capacity of the Prison Services Enhanced										
Output 19.1: Provision of adequate material resources for custodial services in Puntland ensured	# of prisons in the 9 regions	4	3 more is targeted	Custodial Services Reports	Funding Technical support Donor support		1	1	1	
	# of prisoners versus prison facilities	400 prisoners per prison	250 prisoners per prison	MoJRAR Annual Report	Budgetary allocations capacity					
	# of vehicles provided to prison services	7	4 new	M&E Reports	Donor support INGO Coordination	1	1	1	1	

Output 19.2: Skills & capacity of custodial officers strengthened	# of training programmes for custodial officers	2	10 trainings targeted	Training Reports	Budgetary Allocation Technical support	2	2	2	2	2
Output 19.3: Effective utilization of resources in compliance with human rights standards by custodial services management ensured	Frequency of prison inspections & follow ups	Twice annually	Quarterly annually	Custodial Services Reports	Budgetary Allocation Technical support					
	% improvement in adherence to human rights by prisons/custodial services	50%	80%	MoJRAR Annual Report Independent HR Reports	Respect to Human Rights Capacity	6%	6%	6%	6%	6%
	Existence of an automated record keeping & Information management system	0	1	Custodial Services Reports	Budgetary Allocation Technical support Donor Support					
Outcome 20: Integrity, Transparency & Accountability of Prison Services Enhanced										
Output 20.1: Accountability of custodial services through performance monitoring, evaluation & inspections strengthened	# of times Human Rights organizations are allowed to inspect prisons	2 annually	2 annually	MoJRAR Annual Report Independent HR Bodies' Reports	INGO Coordination Technical support					
	# of times Prisons are inspected by the Ministry of justice/ Security/ Judiciary	biannual	Quarterly	MoS Reports	Transparency Political will Coordination					

Outcome 21: Effective & Efficient Legal framework & Policy Coordination Improved										
Output 21.1: Legal & policy framework of Puntland strengthened	# of laws developed & implemented by the Ministry	7	10 more laws targeted	MoJRAR Annual Report Independent Reports	Funding support allocation Technical Budgetary	2	2	2	2	2
Output 21.2: Line MDAs have sufficiently trained & well remunerated human resources	# of high skills legal training for line MDAs personnel	1	5 more trainings targeted	MoJRAR Annual Report	Funding support allocation Technical Budgetary	1	1	1	1	1
	# of Legal Experts at the Ministry	3	5 new experts targeted	MoJRAR Annual Report	Donor support allocation Budgetary INGO Coordination	1	1	1	1	1
	Adequacy of salaries of Ministry staff to recruit & retain them (scale of 1-6)	1	3	MoJRAR Annual Report	Donor support allocation Budgetary INGO Coordination					
Output 21.3: Infrastructural capability of the Ministry of Justice enhanced	Ministry HQ physical space expanded	8 offices	8 new offices	MoJRAR Annual Report	Donor support allocation Budgetary INGO Coordination					
	Regional office for the ministry to be constructed	0	4 regional offices				1	1	1	1
Output 21.4: Administrative & management capacity of the ministry & particularly the	# of reviews of strategic plans	2.5yrs (Mid review & end review)	2.5yrs (Mid review & end review)	MoJRAR Annual Report Independent Reports	Budgetary allocation Technical support					

	Existence of information management system for the Ministry	0	1	MoJRAR Annual Report	Budgetary allocation Technical support					
Output 21.5: Women recruitment within the Ministry increased	# of women professionals employed by the Ministry	6	6 more is targeted	MoJRAR Annual Report	Donor support Budgetary allocation Technical support INGO Coordination		2	2	2	

Annex 1(d): Political Decentralization & Democratization Sector Results Matrix

Sector Priority: Enabling a Politically Decentralized & Democratic Puntland

FYPDP 2020-2024 Priorities	Indicator	Baseline	Target	MoV	Assumptions	2020	2021	2022	2023	2024
Interior, Democratization and Decentralization Sub-sector										
Sector Priority: Enabling a Politically Decentralized & Democratic										
Outcome 1: State powers & services effectively decentralized										
Output 1.1: Ministerial regional & district offices constructed & equipped	# of offices constructed/equipped at regions/districts	20	30 new offices	MoIFAD Reports	Budgetary allocation Funding Donor Support	6	6	6	6	6
	Number of districts with sufficient service delivery capacity	15	8 new districts	MOIFADreports	Funding Capacity	2	2	2	1	1
Output 1.2: Puntland local governments service delivery capacity enhanced	# of districts with DDF increased	15	8 new districts	LG Reports	Capacity Budgetary Allocations	0	3	2	2	1

Output 1.3: Development of M&E systems of LGs and harmonized with government databases.	# districts with effective M&E systems	13	13 new districts	M&E Reports	Capacity Funding	0	3	3	3	4
Output 1.4: Civil registration and vital statistics policy for local governments reviewed and finalized	Number of civic registration policy developed and reviewed.	0	2 (1 act and policy)	Statistics Dept. Documents	Funding Security Capacity		1	1		
Output 1.5: Puntland Election laws reviewed and implemented in conjunction with TPEC.	# of election laws developed and passed	2	4 (new policies/acts)	TPEC/ MoIFAD Reports	Budgetary allocation Capacity Parliament approval		4			
Output 1.6: Law no 7 reviewed & implemented	# of review and implementation of Law.no.7	1	1 Law to be reviewed	MoJ/ TPEC/ MoIFAD Documents	Budgetary allocation Stakeholder Engagement Donor support	1				
Output 1.7: Puntland Decentralization system Enhanced	Number of LGs with political, administrative & fiscal authority.	9	6 (new LGs to be targeted)	MoIFAD Reports	Budgetary allocation Donor Support		1	2	2	1
Output 1.8: conduct District demarcation	# of districts demarcated	0	50 districts	MoIFAD/TP EC Reports	Funding Political will Donor Support	3	16	16	8	10
Output 1.9: District Councilors Established.	# of DDCs functioning	18	23	MoIFAD/M oPEDIC Documents	Budgetary allocation Donor Support	5	6	5	3	4
Output 1.10: District development committees established & strengthened	# of DDCs functioning	n/a	50	MoIFAD/M oPEDIC Documents	Budgetary allocation Donor Support	10	10	10	10	10
Outcome 2: Good governance & anti-corruption strengthened										
Output 2.1: Good governance & anti-corruption institutions strengthened	# of good governance & anti-corruption institutions strengthened	n/a	5	Anti-Corruption Bureau Documents	Political will Ethics & Integrity Donor support					
Output 2.2: Integrity, transparency & accountability in MDAs strengthened	# of MDAs strengthened	n/a	31	Anti-Corruption Bureau Documents	Political will Ethics & Integrity Donor support					
Output 2.3: Policies & plans between levels of government harmonized	# of plans & policies harmonized	n/a	4	MoIFAD/M oPEDIC Reports	Capacity					

Output 2.4: e-Governance promoted	# of MDAs using e-Governance	n/a	31	MoPEDIC Reports	Capacity Funding					
-----------------------------------	------------------------------	-----	----	-----------------	------------------	--	--	--	--	--

Output 2.5: Inter-governmental coordination & information sharing strengthened	mechanism established	n/a	1	Responsible Ministry report	Capacity Funding					
Output 2.6: Public trust in government institutions built	Level of public trust in MDAs & LGs	20%	60%	Public perception survey	Funding Stability	10%	10%	20%	10%	10%
Output 2.7: Independence of institutions strengthened	# of institutions that are independent	5	5	Anti-Corruption Bureau Documents	Political will Ethics & Integrity Donor support					
Outcome 3: Democratization processes & systems established & facilitated										
Output 3.1: Public Political Participation encouraged & improved	# of political public participation forums & campaigns conducted	10	60 forums/campaigns	TPEC	Security Budgetary Allocation Donor Support	10	20	10	10	10
Output 3.2: Multi parties registered & encouraged to contest	# of political associations registered and later promoted to political parties	0	3 Political parties	TPEC Documents	Security Budgetary Allocation Donor Support	1	1			
Output 3.3: conduct pilot districts for local governments elections and voter registration.	# of LG elections held	0	3	TPEC/MoFAD Documents	Security Budgetary Allocation Donor Support		3			
Output 3.4: local Election dispute settlement policy developed	# number of policy developed	0	1	TPEC Documents	Peace Budgetary Allocation		1			
Output 3.5: Polling centers established	# of centers created	0	50	TPEC/MoFAD Documents	Peace Budgetary Allocation	3	20	20	7	

Outcome 4: Citizen participation in policy & governance decisions promoted										
Output 4.1: Political representation and participation of Women, youth & marginalized groups increased	% increase in women inclusion & participation in policy & governance decisions	10%	30% (increase of 20%)	TPEC Documents Surveys	Political Will Donor Support	4%	4%	4%	4%	4%
	% increase in youth inclusion & participation in policy & governance decisions	20%	40% increase	TPEC Documents Surveys	Political Will Donor Support	8%	8%	8%	8%	8%
	% inclusion & participation of marginalized communities & groups in policy & governance decisions	10%	30% (increase of 20%)	TPEC Documents Surveys	Political Will Donor Support	4%	4%	4%	4%	4%
Output 4.2: Voter education & public sensitization carried out	% of voters who are sensitized on their voting rights	25%	75% (increase of 50%)	TPEC Documents Surveys	Budget allocations Donor Support	5%	25	10	5	
Outcome 5: Federalism, Conflict resolution & Peace building enhanced										
Output 5.1: Consensus on disputed parties to solve their disagreements.	# of conflicting parties transformed into peace champions	6 disputes solved annually	30 incidents to be solved (reduction of conflict rate by 50%)	MoIFAD Documents	Peace & Reconciliation Donor support	6%	6%	6%	6%	6%
Output 5.2: Sustainable Alternative conflict resolution mechanisms developed	# of mechanisms developed	0	3	MoIFAD Documents	Peace Security Donor support	1	2			
Output: 5.3 implementation federalism processes is enhanced through engagements.	# of forums, cooperative meetings and policy reviews conducted	Low (10-20%)	Medium (40-50%)	M&E reports, engagements reports	Gvt budget, donor support					
Output 5.4: Clan & community differences rectified	# of community meetings facilitated	10	40	MoIFAD Documents	Community Engagement Peace Government support	6%	6%	6%	6%	6%
Outcome 6: Decentralization and Capacity Building										
Output 6.1. Strategy for local government institute Board, curriculum developed.	# LGI curriculum, and strategic plan developed	0	2 (1 strategy and 1	Progress Report	Budgetary Allocations	1	1			

			curriculum)							
Output 6.2: Establishment of the Local Government Institute.	LGI established and functionalized	0	1 LGI	Training Reports	Budgetary Allocations		1			
Output 6.3: Intergovernmental Fiscal Transfer system improved and functionalized.	# of districts regularly receiving fiscal transfer from the MOF is increased from 3 to 8	3	5	Financial transfer reports	State Government 2% LG allocations budget.	1	1	1	1	1

Outcome 7: IDPs, Refugees and Mixed Migration										
Output 7.1. Refugees, returnees and IDPs are registered and resettled.	# Reception centers, staffing and interventions of the vulnerable groups are in places.	27%	55% to be reached in total	Progress Report	Figures and data of IDPs, refugees and Returnees are obtained.	8%	8%	4%	4%	4%
	# of Mixed migration management databases established	4 entry points	6 new points to be targeted	MOIFAD reports	Government budget & Donor support		2	2	2	
	Durable Solution for IDPs enhanced.	1840	4500HH to be reached	M&E reports,	Government budget & Donor support	400HH	600 houses	800Houses	1700	1000
Output 7.2. MOIFAD staff capacity in IDPs, Refugees and Mixed Migration is enhanced.	# Staff trained, incentivized and equipped is increasing trend.	50%	75%	Progress Report/Report	Capacity progress reports and incentives are increased among the staff.	5%	5%	5%	5%	5%



PUNTLAND
STATE OF SOMALIA