

REPUBLIC OF SOMALILAND



MINISTRY OF NATIONAL PLANNING AND DEVELOPMENT

TOGDHEER REGIONAL DEVELOPMENT PLAN
(2014-2016)

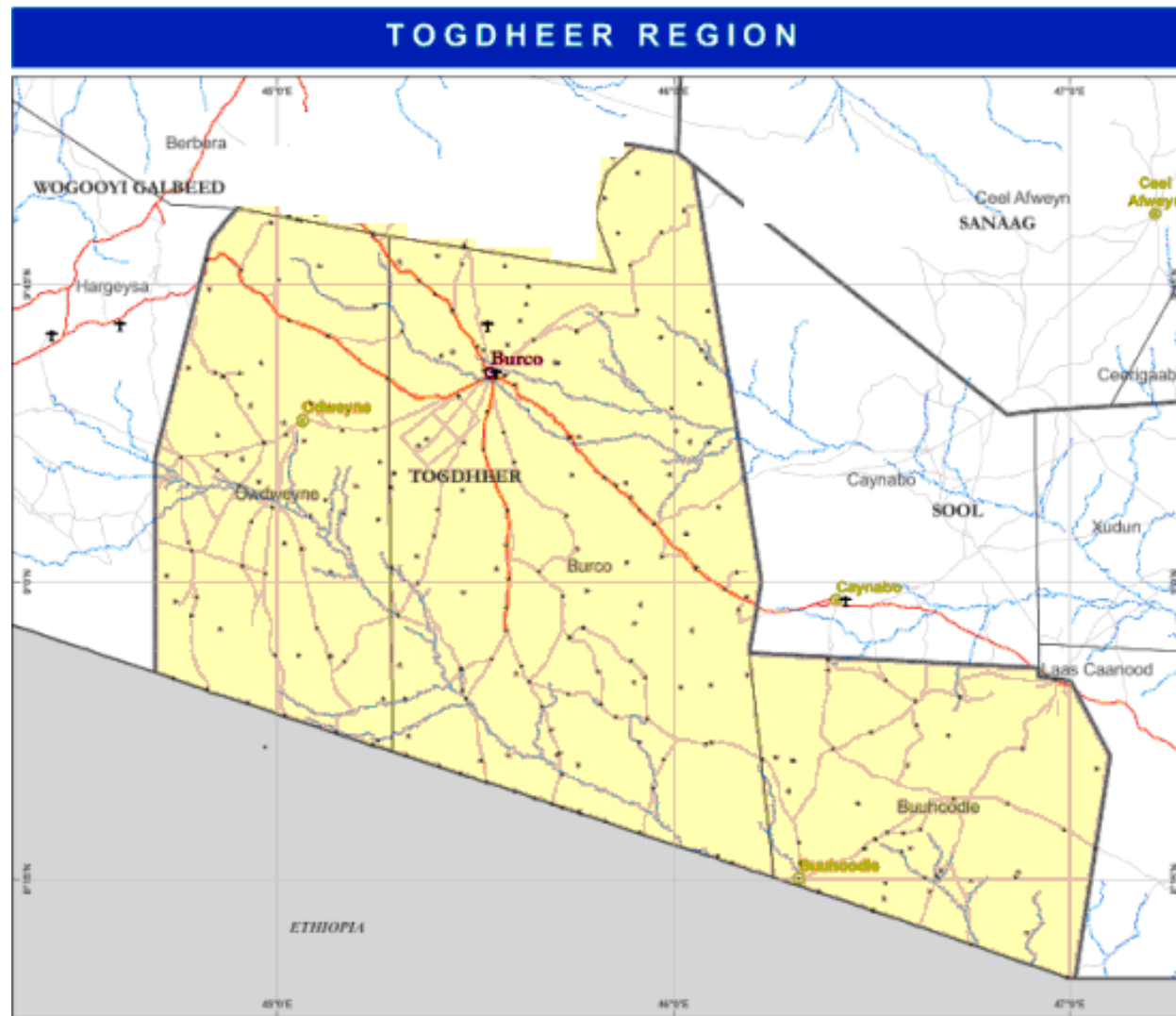


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ACRONYMS

ADO	Agricultural Development Organisation
ATC	Air Traffic Control
BOT	Board of Trustees
BVO	Barwaaqo Voluntary Organization
CAHWs	Community Animal Health Workers
DRC	Danish Refugee Council
FAO	Food and Agricultural Organisation
FFS	Field Farm School
FLEC	Family Life Education Centres
HAVOYOCO	Horn Africa Voluntary youth Committee
HH	House Holds
HIV	Human Immunodeficiency Virus
ICAO	International Civil Aviation Organization
ID	Identity Card
IDPs	Internal Displaced people
INGOs	International Non- Governmental Organisations
IOM	International Organization for Migration
LNGOs	Local Non- Governmental Organisations
MDG	Millennium Development Goals
MoNP&D	Ministry of National Planning and Development
MRR&R	Ministry of Rehabilitation, Reconstruction and Reintegration
NC	National Commerce
NDP	National Development plan
NGOs	Non- Governmental Organisations
PENHA	Pastoral and Environmental Network in the Horn of Africa

PhD	Philosophy Doctorate
PHU	Public Health Units
SCOTT	Strengthen Capacity of Teacher Training
TRDP	Togdheer Regional Development Plan
UB	University of Burao
UN	United Nations
UNDP	United Nations Development programme
USAID	United States Aid
VTC	Vocational Training Centres

FORWARD

The Ministry of National Planning and Development (MoNPD) in fulfilling its mandate has now developed, for the first time, a three year (2014-2016) Regional Development Plan (RDP) for Togdheer Region, that focuses on sustainable development in the region and poverty reduction.

During the three-year plan period, public investment priorities will include: construction and rehabilitation of our road network, development of the energy and water sectors, development of agriculture and industry, human resource development, environmental protection and the promotion of science, technology and innovation.. The achievement of these goals will be pursued in cooperation with the private sector which will remain the engine of growth and development. The government will also seek to reach out to and engage the Somaliland Diaspora who is already an important source of assistance, investment and know-how.

The Government will pursue outward-oriented policies that encourage foreign investment and exports with high added value. It will also pursue sound macroeconomic policies and management practices. A “Business Approach” will be adopted to further develop and improve public service delivery and efficiency.

Any and all of this chain of activities could not have been successful without the responsive leadership of the Caritas Country Representative Mrs. Nura Magan whose efforts we tremendously acknowledge and the financial support needed for the development and publication of this manual.

Our gratitude also goes to all Caritas staffs especially to Abdi Aden, Deputy Head of Livelihood and Community Based Infrastructure for his significant contribution in organizing meetings with various stakeholders to assess, discover and prioritize the regional development needs at all level in collaboration with Togdheer regional Development Committees.

Mr. Ahmed Omer H.Abdilahi (Hamarji)
Regional Governor of Togdheer

ACKNOWLEDGMENT

Togdheer Region Development Plan (TRDP) is a three -year (2014-2016) plan is a follow-up initiative of the Ministry of Planning effort to elaborate on and further decentralize the existing Somaliland National Development Plan (NDP2012-2016). It approaches the objective through the same Pillars as far as possible: Social, Economic, And Environmental Protection, Infrastructures and Good governance.

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REPUBLIC OF SOMALILAND

MINISTRY OF NATIONAL PLANNING AND DEVELOPMENT

TOGDHEER REGION DEVELOPMENT PLAN (2014-2016)

Implemented by: Caritas Switzerland/Luxembourg

Funded by: European Union

Co-funded by: Swiss Agency for Development and Cooperation SDC

Togdheer Region Development Plan (TRDP) is a three -year (2014-2016) plan is a follow-up initiative of the Ministry of Planning effort to elaborate on and further decentralize the existing Somaliland National Development Plan (NDP2012-2016). It approaches the objective through the same Pillars as far as possible: Social, Economic, And Environmental Protection, Infrastructures and Good governance.

1. Togdheer Regional Background

General:

Togdheer region is the second largest region in terms of land mass in the republic of Somaliland. The region has an estimated population size of approximately 350,000 and the pastoralist way of life is the main livelihood system. It is on the East of Somaliland where it shares borders with Sahil, Maroodi-Jeex, Sool and Sanaag Regions of Somaliland. On the Southwest, the region also shares borders with Ethiopia's fifth region. Togdheer is located in the upper plateau categorized as "bush land" range type and receives an annual rainfall of 200 to 300 mm. Most of the Togdheer land terrain is undulating open grassland and the woodlands to the north, central and the south are receding at a fast rate due to logging and charcoal. The city of Burao surrounding peripheries is being depleted from forest cover as a result of a rigorous unchecked onslaught to cut trees for shelter, fencing and firewood use and hence an ever widening circle of open land. The Prosopis tree has established itself as the dominant plant along the dry riverbed and ravines.

Significance:

Togdheer is renowned for its role in the contemporary history of Somaliland. It was Burao-the capital city of Togdheer region- which hosted the first Somaliland convention comprising the entire peoples of the country that resulted in producing the proclamation for the reclamation of the statehood of Somaliland. Renowned for its role as the hub of the livestock trade- the mainstay of the Somaliland economy- Togdheer is an important component of the make-up of the Somaliland state.

Burao, the capital city of the Region, which once served as watering hole for the animals before the Haud became inundated with the digging of water cisterns (berkads) is the centre of livestock trade, around 3 million heads per year, which is primarily done with the Arab States in the Arabian Gulf. The Region was once earmarked as having the highest per capita concentration of livestock in the Somali peninsula, but the recurrent droughts, overgrazing and the decimation of the plant and forest cover for charcoal burning has

reduced the livestock herds to a lamentable level that is unsustainable. Curbing the environmental devastation is an objective of both the ministry of environment and that of agriculture at the regional level,

Youth migration:

For the last two decades significant number of the rural population, especially the youth, has moved to the urban centres such as Burao and other towns like Hargeisa. The youth movement with their valuable labor and vitality, in a labour intensive way of life, has also contributed to the rural economy demise. Both boys and girls see the livelihood as unrewarding and disadvantaged having lost the glamour it once held in the hearts and minds of the Somali nomad. The migration of youth is a paramount concern of the government and would be reflected in the Togdheer Regional Plan.

There is renewed interest in the region by oil exploring companies who are doing the first exploratory work and are a source of employment for many unemployed.

Togdheer Tradition and environs:

Togdheer is renowned again for its rich traditional conflict resolution mechanism and most conflicts do not last beyond the first initial flare-up. Elders and traditional leaders are often poised to intervene in any event of any significance where conflict has erupted or is eminent. Government role becomes only secondary in these conflicts that mostly arise from the sedentary process that has engulfed the commonly owned rural plains and open grassland. The permanent nature of enclosure formations and vast land acquisitions by the well- to- do from the urban centres have led to frictions that often cause conflicts.

Togdheer, the long river, for which the region has been named, is the coming together of hundreds of offshoots down from the Gollis watershed that goes by rapidly and furiously to as far as the Indian Ocean. The Ogo plateau, where Togdheer region is located, is crossed by numerous shallow valleys and dry watercourses and there are flat areas of arable land that provide a home for rain fed farmers. Most important, the region has permanent wells and a multitude of berkass to which the predominantly nomadic

population returns during the dry seasons. The plateau slopes gently southward and merges imperceptibly into an area known as the Haud, a broad, undulating terrain that constitutes some of the best grazing lands for Somali nomads, despite the devastation of human intervention. The value of the Haud is augmented by the natural depressions that during periods of rain become temporary lakes and ponds such as there is at Ceeg, Harada, Qoryaalle and Qorilugud among many others.

The silt and top alluvial it transports is a valuable loss that the agriculture, farming and vegetation of the region cannot do without in addition to the valuable water loss. Some attention is made in the Plan to address ways and means of harnessing the water as well as the soil loss in this continuous draw off. The districts of Beer and Odweine and to a small extent Qoyta are the areas that utilize the flash floods from the mountain range for fodder and occasionally for sorghum and other grain production.

2. Togdheer Region Development planning Workshop:

The development of a 5 year National Development Plan at the behests of the Somaliland Ministry of Planning and Development calls for the further crystallisation and elaboration of the work by including specified details of the various goals per sector at the regional level. This initiative done with the financial assistance of the Swiss Charity Organisation of Caritas has bestowed the privilege to Togdheer Region as the second region to benefit from the effort. The overall objective of Somaliland NDP was to, *"address and overcome structural and institutional constraints which Somaliland faces and achieve social and economic transformation to attain national prosperity."* Adhering to the same guideline principles and vision set out in the NDP, the workshop brought the different regional stakeholders, particularly the regional level ministry and agencies' coordinators and managers, to Burao in order to present their department (or agency) perspective.

The NDP rests upon a long-term Somaliland development target: **Vision 2030**. Vision 2030 sets out its goals to achieving "a stable, democratic and prosperous country where the people enjoy (a perpetual and lasting)

quality of life”. Although there are some realistic drawback, dictated by the skills and knowledge of the regional sector representatives, the overall goal is attempted with honesty and determination. As stated in the NDP that Somaliland is attempting to gaining control over its own development agenda, the regions are likewise offered to steer their own development programs for the first time.

The NDP comprises of five major development pillars. Each development pillar is further sub-divided into sectors that address specific sector development priorities.

These include:

1. Social Development Pillars

- Education
- Health care
- Housing
- Culture and religious values
- Vacation training and sports

2. Economic Development Pillars,

- Agriculture (livestock. livelihood, fisheries, and industry)
- Trade and financial services
- Tourism
- Manufacturing

3. Infrastructure Development Pillars

- Roads sector
- Public works, Housing, and transport
- Information and Culture
- Water Sector

4. Environment Pillars

- Environmental Protection
5. Good Governance Pillar
- Justice Sector
 - security Sector

Table 1: Togdheer Regional Development Plan (TRDP) Vision by Sector as per 2030 NDP:

Vision 2030: A stable democratic and prosperous country where the people enjoy a high quality of life			
Pillar	Vision	Sector: TRDP Level	TRDP level vision
Economic Development	A nation whose citizens Enjoy sustained economic growth and a reduced poverty line	Agriculture and livestock	A region with an efficient, advanced agricultural sector (including livestock and fisheries) that ensures food security and self sufficiency
		Commerce	A region with an advanced manufacturing sector that contributes to job creation and wealth generation
		Mining and drilling	A region with a strong and growing mining sector which exploits the rich mineral seams of the country and contributes significantly to national income and employment
		Private Sector	A region with a well developed private sector that create employment, and provides sustained livelihoods
		Civil Society	A region with strong and active civil society organizations
Infrastructure	A nation with an advanced infrastructure network that facilitates economic and social development	Public Works and transport	A region whose citizens have access to adequate and affordable housing
			A region interconnected and linked to neighbouring countries through a network of roads, railways, airports and seaports

		Water	A region which is water secure, where every citizen has access to clean affordable water throughout the year
Governance and Rule of Law	A cohesive society enjoying good governance, stability, peace and security	Democracy and good governance	A politically stable and democratic region that adheres to principles of good governance
		Justice	A region where justice and the rule of law prevail
		Police	A region where people live in a safe, secure, and stable environment
Social Development	A caring society upholding shared values and aspirations for equitable social development	Education	A region whose citizens enjoy equitable quality education
		Health	A region whose citizens enjoy quality health care and social well being
		Religion and culture	A region whose citizens uphold their Islamic and cultural values and are tolerant with others
		Social protection	A region with an effective social protection system that cares for vulnerable and marginalized groups
		Youth and sports	A region whose youth are secure, confident, development-oriented and empowered to their potentials.
Environmental Protection	A state with a healthy and well managed environment that provides the necessary goods and services	Land resources,, forests, woodlands and wildlife	A region ensuring a balanced stewardship of its public lands and resources
			A region with productive and ecologically robust forests and woodlands that provide the necessary goods and services;
			A region with fully mapped (inventoried) and well managed biodiversity and wildlife resources

General Purpose of Workshop:

The inauguration of the Somaliland National Development Plan for the years 2012 – 2016 has necessitated the initiation of developing the regional development plans of Somaliland for the latter part of the National

Plan (i.e. 2014-2016). As this has been a ground breaking first for both the Ministry and the Regional Authorities, the preparation and execution has been an enlightening experience calling for the full cooperation of the elements in the administrative cycle and hierarchy. In the absence of accumulated data and statistical information at the regional and district levels, the information gathering in the short period of the workshop demanded relentless efforts at all levels. This augured well with the desire to create a vision of future action drastically different from previous attitudes of malaise and tardiness for which the regions and districts have become accustomed to. The plan focused on essentials and priorities for Togdheer Region and its subsidiary districts.

The Ministry perceived the need to devolve the preparation of NDP into to the regional levels. The idea is that the key stakeholders in the regions better understand the development challenges and priorities of their regions. This bottom up approach enables the key stakeholders of the regions, such as regional authorities, sector coordinators of regional government ministries, civic societies, intellectuals and private sector individuals, to have an input in the planning and management of regional development aspiration and goals.

Workshop Background

- The workshop is the second regional development plan carried out. It follows that done for Awdal Region in the previous month of March, 2013 (funded by UNDP).
- The workshop was long overdue because of lack of funds. Caritas contribution is appreciated.
- The procedure adopted was to bring in to Burao, The Regional Capital, key personalities and figures that are familiar with the region's issues and developmental problems. The personalities were then put through a rigorous drill of surmising challenges, opportunities and prioritization of needs followed by the setting of goals and agendas in congruence with the national plan time frame and financial constraints.

Workshop Objectives:

- The key objectives were to chart out a 3-year regional development plan of Togdheer Region (2014-216).
- It aimed at bringing the different government departments as represented by the coordinators together to present the different needs of their respective ministries.
- It also aimed at bringing the different district mayors, totalling eleven, to come to Burao and spell out the concerns of the population they represent, elucidate the gaps of the services provided by each government ministry at their respective locations and to express the future needs' priorities of their communities.
- Furthermore, the different prominent local NGOs are to be present to highlight the services they provide to the region in order to compliment the different reports being presented.
- To formulate sector specific development project/programs

Workshop Participants:

Workshop participant list, categories and gender classification is as attached {Annex}.

Workshop Methodology (proceedings)

The regional development workshop covers five major development pillars of the NDP of Somaliland MoNP&D: ***Social development, Economic, Environment, Governance, and infrastructure***. Different sectors come each major pillar which represents a national ministry in a region headed by a regional coordinator. The workshop covered 16 sectors which include:

1. Health Sector
2. Education Sector
3. Labour and Social Affairs Sector

4. Sports and Tourism Sector
5. Water and Sanitation Sector
6. Justice Sector
7. Agriculture Sector
8. Livestock Sector
9. Mineral, Water, and Energy Sector
10. Culture and Religious values
11. Rehabilitation and Housing Sector (MRRR)
12. Public Works, Housing and Transport Sector
13. Commerce and Investment Sector
14. Environment Sector
15. Information and Culture Sector
16. Aviation and Airports Sector

Workshop Limitations:

The first limitation of the workshop was the time. The time planned for workshop by the MoNPD was very limited compared to the number and scope of sectors to be covered in that short period of time. Second, the notice time of workshop was too short for the regional coordinators to prepare and submit written situational analysis of sectors including sector challenges, priorities, and implementation strategies of the priorities as projects and programs specific to the sectors. As matter of fact, most of the situation analysis was researched and written by the workshop facilitator. This should be avoided in other regions.

Finally, the local and international organizations were not invited in the workshop. They would have been exposed to development challenges and priorities sectors in the region so as to contribute to the future interventions of regional development plan.

3. SOCIAL PILLAR

3.1 Health Sector

Togdheer Region is located at the junction of peoples of the eastern regions, the Fifth state of Ethiopia and the north and western regions of Somaliland thereby experiencing the transient population movements of the region. Transmission of diseases through the numerous routes and hosts (including animal born diseases) makes Togdheer region an important juncture to curb the spread of epidemics and other diseases of Somaliland.

Burao District has health facilities relatively better than other districts in the region. The following Summarises the available personnel and the span of health services in place. The list begins with the number of doctors, nurses, auxiliary staff which includes and administration and other staff, subordinates such as clerks, cooks, laundry attendants, etc.

Table 2. Health facilities in Burao District

Health facility	No. of beds	No. of doctors	No. of nurses	Auxiliary staff	Subordinate staff
1 General Hospital	150	15	65	30	62
1 TB Hospital	90	2	7	10	12
1 Mental health	15	2	4	16	2
1 Manhal-run Hospital	?	9	15	15	?

Table 3: Other facilities:

Facility	No. of teachers	Subordinate staff	No. of students	No, of graduated batch
Nursing School	6	6	212	109(3 batches)

Health centres are referred to as centres called previously MCHs, Maternal Health Centres. These were established to a generous donor aid by the international community and UN bodies.

Table 4: Health Centres by district:

HC location	No. of Health Centres	No. of Nurses	No. of Midwives	Ambulances	Auxiliary staff	Subordinate staff
Duruqsi	1	2	1	1	3	3
Dhoqoshay	1	2	1	-	3	2
Ballidhiig	1	2	2	1	4	3
Burao	8	16	8	2	26	18
Oodwayne	1	6	1	1	4	5
Ainabo	1	5	2	-	9	3
Qorilugud	1	2	1	-	4	2

Table 5: Primary Health Units needs(PHUs):

PHC location	Building complete	Building incomplete	Needs Building and accessories
Waraabeeye	✓		
Harada		✓	
Qoryaalle			✓
Ina Afmadoowe			✓
War-Cibraan	✓		
Shanshacadde	✓		

Kalbarre			✓
Fiqi-Ayuub	Occupied		
Sibidhley			✓
Dhagax Dheer	✓		
Yucub Yabooh	✓		
Nasiye			✓

Table 6: MOH available vehicles and Needs

Medical Facility Location	Vehicles in use	Need or shortfall
Burao General	2 Buses	1 pick-up for Admin
Burao Nursing School	1 minibus	-
Burao Health Centres	1 Pick-up Hilux 4WD	1 Pick-up Hilux 4WD
Burao District Ambulances	2 Ambulances(Need regular repair)	1 Ambulance and repair for old ones
Mandhaye Hospital	1 Ambulance(disrepair)	1 Ambulance and repair for old ones
Odweine District H	1 Ambulance(disrepair)	2 Ambulance and repair for old ones
Ainabo District H	1 Ambulance	-
Duruqsi	1 ambulance	-
Ballidhiig	1 ambulance	-

Challenges and Opportunities:

- Limited budget
- Limited quality human resources
- Lacking in adequate facilities
- Absence of District Hospitals for Referrals
- Limited number of PHUs for size of region
- No continuum of training for health workers
- No public awareness to accessing facilities
- No cooperation /relationship with other government institutions
- Limited transportation and logistics support
- Poor quality drugs
- Inadequate safeguards for infectious diseases
- No priority targeting of locally prevalent diseases
- No accreditation for Medical practitioners

Opportunities:

- Committed government
- Availability of medical schools/nursing schools establishment
- National Health policy
- National Health Professional Council

Priorities:

- Establishment of District Hospitals at convenient locations(Balli dhiig, Qoryaalle, Gabo-Gabo, Duruqsi)
- Health centres to be established at Waraabeeye, Warcimraan, Kal-Barre, Qoyta, Riyo-Xidho and Harada.

- PHUs to established at 20 locations including Taallo-buur, Bilcille, Cali Ciise, Booraamo, Balli-Rooble, Balli-Hiille, Siyaaro, Beer, etc.(completion of building construction)
- Coordination of awareness raising with government institutions such as ministry of Interior, religious affairs, ministry of education, etc,
- Establishment of body for control and monitoring of medical practitioners service, licensing and mal-practice curtailment policy at regional level
- Put an end to conflict of interest action by medical practitioners
- Mobile clinics to be established and attached to PHUs(The use of motor-cycles and readily usable vehicles)
- Training/upgrading of health workers and hospital staff
- Enhancement of quality control for drugs imported
- Public Hygiene strengthening in conjunction with local councils and municipalities
- HIV awareness reactivation and strengthening

Projects/programs for health Sector:

Matrix 1: Health Sector Budget and Implementation Matrix

Goal	To strengthen the institutional capacity of regional health sector								
Strategic Objectives	To provide essential health services at regional level								
	To improve availability and quality of essential drugs								
	To improve regional maternal health and child nutrition								
Project title (priorities)	Project Objectives	Project outputs	Activities	Source s of Funds	Implem enting agency	Yearly budget			Total budg
						2014	2015	2016	
Construct and equip 4 District	To enable more rural area	Four district hospital units	-building of 4 hospitals			0.3	0.4	0.4	1.0

Hospitals at Qoryaalle, Balli dhiig, Gabobabo and Duruqsi	population access health facilities	established	-provision personnel, equipments and drugs to hospitals						
Construction of Health Centres at 6 locations: -Waraabeeye, war-cimraan, Kalbare, Qoyta, Riyo Xidho and Harada	To expand health access to public living at rural villages	Improvement of health facilities	-construction of centres -Provision personnel, equipments and drugs to hospitals			0.21	0.3	0.2	0.5
construction for 20 PHUs	To widen health services to the rural population	Provision of better health services	Construction and equipment with capacity.			0.1	0.2	0.1	0.4
Awareness raising(seminars and media campaign) on drug abuse and misuse	To improve public awareness of risks of drug misuse	Regional population attain Better public understanding of risks and hazards	-lead regional committee formation -program and strategy development -seminars and media				0.015		0.015
Medical practitioners monitoring and evaluation committee/body establishment	To protect the public from abuse by Health workers and medical practitioners	Public become aware of hazards and risks involved through the rampant practice of drug abuse	- focus group of physicians and medical practitioners formed to take action - strategy of action developed -action fulfilled			0.015	0.015		0.03
Establishment of mobile clinics to	To Improve larger public	Large section of public (20	-to train and make ready the			0.03	0.03		0.06

buttress PHUs(20 motor cycles and tricycles)	domain access services	village expanse inhabitants) gain access to health services	personnel for mobile clinics - to procure the bikes and or tricycles - to provide the drugs and medical gear necessary for effective mobile clinic functioning						
Periodic upgrading skills training for public serving health service providers	To constantly raise the level of health worker/provider knowledge and skills	Improvement of health service to public	- Utilise foreign and local based institutions for purpose of upgrading health worker skills			0.02	0.04	0.02	0.08
Regional level commission to campaign and lobby to halt importation, dissemination and trade in sub-standard and shoddy drugs	To prevent the use of shoddy quality and expired drugs by the unsuspecting public	General population becomes aware Of problem and rejects the unscrupulous behaviour of some traders	- Formation of commission and development of strategy - The seeking of central government endorsement - enforcement mechanism development			0.01		0.01	0.02
Formation of collaborative framework to strengthen public hygiene in conjunction with local councils and municipalities	To improve public health and prevent the spread of diseases	Entire urban populations mobilised to curb the spread of disease through improper public hygiene	More systemized approach developed to adopt better hygiene practice and behaviour at public congregation			0.02		0.02	0.04

		practices	points such as markets, eateries and public toilets						
Invigorate periodically HIV/AIDS public awareness campaigns	To halt the spread of the disease.	Diminishing numbers of HIV/AIDS sufferers in region	-Holding Regular Public(quarterly) campaigns -			0.01		0.02	0.03

3.2 Education Sector:

Current situation report:

Burao district:

- The public primary school student population in Togdheer Region is 34,240 consisting of 60% amounting to 20,522 and 40% female amounting to 13,682. Secondary students total 3946 consisting of 68% male (2683) and 32% female (1263).
- There are 111 Primary schools (including intermediate) in Togdheer Region that enrolls 10,336 students (5804 male, 4532 female). There are 24 privately run primary schools with 297 teachers whose accreditation the ministry does not control. Teachers for public primary schools total 713. A total of 148 are not under the government payroll. 45 persons who perform janitorial work are paid but school watchmen, 180 totals, are not paid. 53 cleaners are not paid.
- There are 22 secondary schools, of which 9 schools are under ministry of education auspices.

The remainder 13 are privately run secondary schools. Total secondary schools enrolment is 3140 of which 2077 are male and 1063 female. The teachers number 135 at the secondary school level.

Odweine district (region):

- There are 28 primary schools in Odweine district, 1 secondary school and 11 non-formal education schools.

Buhoodle district(region):

- There are 37 primary schools in Buhoodle region as well as 4 secondary schools. Two are located in Buhoodle proper and one in Widhwidh and one in Qorulugud.

Challenges/ opportunities:

- Student-teacher ratio is very high with class numbers averaging 70 per class at the secondary school level and 95per class at primary school level.
- Since the Togdheer region population is primarily pastoral, boarding schools and schools with feeding provisions are limited in number. Hence very many youngsters do not get access to education opportunities and it increases dropout rate.
- There is a lack of technical schools and skills' training schools in Togdheer region
- Shortage of school space and class space in present schools is a dilemma for both teachers and learning students.
- The problem of migration is rampant in Togdheer region among school attendees.
- Lack of transportation for teachers is an obstacle to efficient school running.
- Low pay for teachers is a disincentive.
- Private schools serve as a magnet of attraction for teachers seeking higher pay.
- Limited learning/teaching material resources.
- weak coordination among parents and teachers

- Widespread shortage of schools in rural areas
- Commonly poor supply of Textbooks.
- Shortage of quality teachers for specialized subjects in secondary schools.
- Absence of teacher training institutions to accommodate expanding school populace and needs.

Priorities:

- Increase number of teachers by additional 140 for primary and secondary teachers
- Provide vehicles for regional education office (1 large truck, 1bus, 4pickup trucks)
- Return of occupied teacher's housing and remove squatters (60 houses), rehabilitate and construct new ones for teachers
- The creation of 6 boarding secondary schools at rural areas (Oodweyne, Ali Esse, Dhoqoshay, Balidhiig, Qorulugud, Qoryaale)
- Build 4 FLEC(Family life education centres) of four rooms each at Burao (Saleebaan-kulul, London), Qoryaale and Duruqsi.
- Construction of Burao technical institute accommodating 180 students
- Construct and equip laboratories for 9 Secondary Schools
- Provide teacher training and upgrading mechanism to raise teacher quality and maintain high morale among teachers
- Increase the number of feeding school centres by 40
- Construct recreation arenas and centres, along with equipment for all schools
- Establish libraries for 9 sec. school according to size and enrolment
- Capacity building for the regional staff
- Regional meeting hall
- Construct new primary schools

Table 7: Schools in Rural areas improvement Table Summary

School location	Additional Classes	Fence	Library
All Schools			1
Balli-jiilaal	3		1
Magaalo yar	3		1
Dhakool	3		1
Gaatama	3		1
Fadhiwanaag	3		1
Qoryaalle	2		1
Haro Sheikh		❖	1
Haji Salah		❖	1
Gatiitaley		❖	1
Qolqol		❖	1
Haro Sheikh		❖	1
Duruqsi		❖	1
Gorayaxun		❖	1
Ali Ciise		❖	1
Duruqsi		❖	1

❖ Means fencing required

Projects/programs: Education

Matrix 2: Education Sector Budget and Implementation Matrix

Goal	<i>To build regional sector capacity, increase school children enrolment, and improve accessibility and relevance of education at Togdheer Region</i>								
Strategic Objectives	<ul style="list-style-type: none"> To build regional education capacity New construction, extension, and improve quality education through the acquisition of labs and libraries Build technical schools, boarding schools, and expand feeding centres to widen school intake and forestall drop-outs 								
	Project Objectives	Project outputs	Activities	Sources of Funds	Implementing agency	Yearly budget			Total budget(USD MILLIONS)
						2014	2015	2016	
Construction and establishment of 6 Boarding Schools at Balli dhiig ,Qorilugud, Qoryaale, Ali Esse,Oodweyne , Dhoqoshay	To accommodate students of poor family background and pastoral HH to minimize drop-outs and provide better learning conditions	6 schools built and equipped for students to attend	-Construct - Equip -prepare qualified and adequate teachers			0.2	0.4	0.15	0.75
Construct Burao Technical Institute With 180 student capacity	To Prepare future skilled manpower for public and private enterprises	1 school built and students accommodated	-Construction of building - equipment procured - and teachers and staff readied			0.1	0.2		0.3
Construct 4 FLEC (family education	To provide education and skills to adult	4FLEC centres constructed	-construction undertaken - FLEC needs			0.1	0.25		0.35

centres) at 4 locations	members particularly females who missed early childhood education		established						
Construction of new primary schools in the region	To Outreach to new areas / avail education to larger number of children for learning	Number of primary schools built	Construction of school buildings/ provision of schools furniture/ prepare adequate number of teachers						
Construct and equip science laboratories for 9 secondary schools	To enhance science and technology capability and knowledge of student graduates	9 laboratories constructed and equipped	-Construction of labs. -Science teachers readied			0.2		0.25	0.45
Extension of primary classrooms for 6 rural located schools	To accommodate increasing student enrolment and ease class over-population	17 class rooms added	-classrooms' construction -furnishing of classrooms -1 teacher/classroom prepared				0.03	0.038	0.068
60 Rehabilitation and maintenance of primary schools	To keep schools safe, clean and attractive	60 Schools rehabilitated and given appropriate maintenance	-60 primary schools maintained				0.4	0.2	0.6

Fencing for 9 primary schools and 1 secondary school	To the wart encroachment of schools' land and provide student/teacher security and privacy	10 schools fenced	-Durable fences built -				0.15		0.15
Capacity building for the regional staff	To increase staff capacity by offering training courses	6 training courses organized	-Training Material prepared, -Training carried out			0.2	0.5	0.3	0.1
Increase the number of feeding schools to 40	To Avail nourishing food to children from poor families to improve child interest and energy during school hours	... of schools provided with food	- food ration provisions -food attendants/cooks hired			0.3	0.7	0.6	1.6
Regional meeting Hall	To accommodate large meetings	One large meeting hall constructed	-construction of hall and furnishing				0.01		0.01
Return teacher's housing and remove from squatters(60)	To repossess Ministry buildings	60 houses repossessed	-Enforcement of evacuation -securing buildings and rehab for habitation			0.02	0.03	0.01	0.06

3.3 Burao University:

Situation Report:

- Since 2004, the University Charter was never implemented, reviewed or updated.
- The Board of Trustees [B.O.T.] is still the same.
- The Role of the B.O.T. and UB Management overlap and hence no correct delineation of authority and responsibilities.
- After several strategic sessions there is now an understanding and agreement between: the Somaliland Higher Education Commission, the University Management, and the B.O.T. to
 - Review the Charter & Statutes, Rules, Regulations and Policies
 - Promote transparency and accountability by defining clear roles for the B.O.T. and U.B. management.
- In 2012, we established effective partnerships and alliances with:
 - Secondary School Headmasters
 - Local NGOs
 - Local and Regional government offices
 - International organizations and Somali Diaspora
- There is now a Deputy Vice Chancellor for Academics and Student affairs.
- We have also created the role of Quality training and teaching officer.
- We have issued formal academic contracts and a salary scale commensurate with that has been introduced.
- Established procedures for monitoring Lecturers' performance and vetting qualifications.
- Emphasized preparedness and commitment through the identification of lecturers in terms of academic and professional qualifications.
- All lecturers have now been provided with professional development and training.
- We have identified the need to improve the English language capacity of most students attending

the University. We have therefore started an intensive English program. In addition, all courses at the University are now taught in English.

- The Curriculum is under continuous review and reform. Credit and Contact hours have also been reviewed.
- Quality courses are now on offer that fit the purpose of the community.
- Delegation of authority whereby Deans have now been given autonomy in decision pertaining to their faculties.
- 8 lecturers received scholarships from Turkey. Four are currently studying their Masters in Animal Science, Shari'a, and Business Administration. Under the same scholarship program, four more lecturers will be joining them in 2013.
- We have strengthened the role of Academic services through collaborative work between the Deans, the Registration Office, Administration and finance, and the Examination and Assessment Office.
- All students have an I.D. and are assessed on academic performance/achievement as well as punctuality, participation and behaviour.
- We have now established a new Student Union representing all faculties and all classes.
- There is induction period for students, along with a foundation year to strengthen skills in English and Maths.
- Both Tutors and Student Advisors help students deal with the level of study at UB and any other difficulties that they might face.
- UB's Academic Services and Management are all student-focused with feedback through the Student Union, the Faculty Council members, the Deans and other academic support areas like the Registrar and Examination Office. We conduct continuous service evaluation and take corrective action at the weekly University Senate meetings
- We are continuing the University's efforts in attaining scholarships for our top students.

- We are championing more research oriented learning through the correct utilization of Library resources.
- The cost of fees have been reviewed to reflect the current national cost of University Education
- The operational costs have been reduced along with 10% reduction in staff salaries. This has been a cost-saving strategy promoting staff retention.
- Established Administrative and financial rules, regulations, strategies and plans. Both annual planning and review is underway. As part of the strategic 5 year UB plan urgent needs have been identified.
- The cost of fees have been reviewed to reflect the current national cost of University Education
- The operational costs have been reduced along with 10% reduction in staff salaries. This has been a cost-saving strategy promoting staff retention.
- Established Administrative and financial rules, regulations, strategies and plans. Both annual planning and review is underway. As part of the strategic 5 year UB Plan, urgent needs have been identified

Challenges:

- 2 buses were donated in between 2004 and 2006. Both are now constantly under repair and are becoming expensive to maintain.
- Three 4x4 Surfs donated as part of the SCOTT project and were used extensively to travel to remote areas in Sanaag and Sool. There are now in dire condition.
- Students have difficulty coming to UB due to the remote location away from the city centre.
- Campus B construction which is further than the current Campus being used (Campus A) has been completed; however; it is not being used at the moment, pending the need for transportation.
- The use of tricycle-motor trucks is not deemed appropriate as it is unsafe (one student suffered multiple fractures).

Priorities:

- BU Transportation Needs:
4 – Coasters (30 person capacity) × \$45,000 = **\$180,000.00 USD**
3– Toyota Hilux Surf 4WD × \$8,800 = **\$ 26,400.00USD**
- Medical Laboratory:
Clinical Diagnosis laboratory for the Faculty of Medicine and the Faculty of Animal Science and Agriculture.
Cost: \$152,849
The expanding needs of current faculties and students:
1 Lecture Hall (8x10 meters) @ \$10,000
5 x \$10,000 = **\$50,000 USD**
- Masters Level Higher Education:
The credibility and accreditation of UB depends on the availability of academics of PhD calibre.
Minimum 2 year contract per PhD holder.
Cost: Salary per PhD holder @ \$2,500
7 lecturers × \$2,500 × 12 months X 3 years = **\$630,000.00 USD**

Projects/Programs: Burao University needs

Matrix 3: Education(Burao University) Sector Budget and Implementation Matrix

Goal	To improve relevance and quality of higher education								
Strategic objective									
Project title (priorities)	Project Objectives	Project outputs	Activities	Sources of Funds	Implementing agency	Yearly budget			Total budget(USD MILLION)
						2014	2015	2016	
Burao University transportation needs of 4 Buses and 3 pick-up trucks	To help mobility of students and staff to reach Campus A and B	Efficient transport for students and staff	Purchase of vehicles			0.0103	0.0103		0.206
Establishment of a medical laboratory	To enable students to gain hands on knowledge	Laboratory constructed and equipped	Construction of lab. And completion of equipment provision			0.10		0.10	0.202
Hiring of 7 PHD calibre lecturers for the Masters Program	To being the Masters Level program	Hiring of Lecturers	Masters program inauguration			0.3	0.33		0.63

3.4 Labour and Social Affairs Sectors:

Current situation analysis:

Social Affairs Coordination Department was in existence at the regional level for 3 years running. The mandate of the office changed with the birth of the Kulmiye government. It had been Women's Affairs at one point and the labour component had been part of the Ministry of health as a separate portfolio. This evolution seems to have hindered the chartering of a clear outlook and policy for the employees. The office employs 11 personnel consisting of 5 men and 6 women. The office is constructed and furnished by IOM but has no subsidiary offices or employees at the district level anywhere in the region. The Ministry has, during its inception, acquired the Law for Juvenile protection which it developed along with other agencies. In addition, the regional office is involved in upholding the Labour Code for both public and private workers. It has not endeavoured into soliciting the migrant work force from neighbouring countries, Somalia and Ethiopia, and has limited resources to register or peruse the human resources dynamics and the range of skills marketable in Togdheer Region. Rights of the disabled and their accessibility to services will be addressed in the future. The workmen's compensation and other insurances that working men and women deserve to have would also be focused in future activities by the ministry.

Challenges/opportunities:

- Lack of offices at district levels
- Lack of a clear mandate and policy guideline from the Ministry
- Lack of awareness raising for private employees
- The disabled rights is overlooked
- Lack of employee and employer contract policies
- Lack of insurance companies for workers in private
- Lack of trade unions
- Immigrant workforce is not documented and effect on labour market not noted

Priorities:

- Build offices at the 2 district levels
- Awareness raising for present and future office personnel
- Special attention given and skills development institutes establishment for the disabled population in the region
- Enact employee and employer contract policies
- Establish insurance companies for workers in private enterprises
- Establishment of trade unions
- Migrant worker register and work permits issuance be made in collaboration with the Immigration Department

Projects/Programs: Labour and Social Affairs**Matrix 4: Labour and Social Affairs Sector Budget and Implementation Matrix**

Goal	To contribute to poverty reduction through decent work with the focus on youth								
Strategic Objectives	To increase employment creation for poverty alleviation								
	To promote the socio-economic rights of marginalised groups								
	To assist the disabled a decent and honourable living in the region								
Project title (priorities)	Project Objectives	Project outputs	Activities	Sources of Funds	Implementing agency	Yearly Budget			Total budget
						2014	2015	2016	
Build offices at the 2 district levels(Oodweyne and Balli dhiig)	To reach out to a larger public domain	Office established	Office construction			0.04		0.04	0.08
Establish worker/employer contract supervision	To strengthen worker rights	System for worker rights monitoring established	- Labour code dissemination at private company locations			0.01	0.01		0.02

Awareness raising for present and future office personnel	To do away with apparent shortcoming and formulating clear mandate	Unambiguous and clear mandate charted	Motivated personnel created with a clear vision				0.01		0.01
Development of special 1 skills institute for the disabled population in the region	To provide services to the disabled population of the region and help them gain dignity in the society	Pulled up and improved livelihoods for a large disadvantaged section of society	One institute established. Furnished and qualified staff recruited				0.03	0.03	0.06
Migrant worker register and work permits issuance be made in collaboration with the Immigration Department	To figure out the numbers, categories and extent of the migrant force in the region	In-depth knowledge of migrant population	Migrant worker register established			0.02		0.03	0.05
Establishment of insurance companies for workers in private enterprises	To establish safety network for workers and protect worker rights	-lobbying for legislation enactment -Insurance company formed	-Lobbying -formation of company			0.03		0.04	0.07
Establishment of trade unions							0.03		0.03

3.5 Youth, Sports and Cultural Sector:

Current situation analysis:

Most estimates of the youth population in Somaliland put the youth as being around 60% of the population of Somaliland in all scenarios. The said youngsters are in constant stress when it comes to access to education, employment and recreations. In the Togdheer Region, the influx of the youth from the rural areas into urban centres is quite significant. Most believe that the depletion of youth from these areas has significantly reduced the production levels and economic sustainability of these areas. It has become an added weight to the problems of the urban population and cities that cannot absorb these influxes. The idleness and malaise among the youth is often the source of violence urban gang formation and illegal activity.

In the urban areas also the absence of recreation centres has been caused by the land grab mentality that reduced publicly owned space and reserved zones for construction of such facilities. The price hikes of the real estate business have made the usurpation of land a lucrative business.

In Togdheer region, the phenomenon of youth migration is extra-ordinarily large. Opportunities for youth employment, particularly new university graduates, who seek jobs elsewhere in places like Hargeisa or drift to places unknown outside the country has become the norm. Youth depletion is dangerously high and would affect the future economic viability of the region.

Challenges/ Opportunities:

- The influx of youth from the rural areas
- Widespread unemployment of the youth
- Lack of recreation activities
- Hopelessness and despair
- The major industry as source of employment for many Togdheer families, i.e. the livestock rearing

engagement, is deteriorating fast due to decimation of the trees for charcoal burning and the disappearance of palatable animal feed from the Haud once regarded as the richest backdrop for the grazing land and rangeland.

- Youth involvement in drugs, violence, rape and gangster like groups and formations

Priorities:

- Creation of Skills' Development institutions at major urban centres (Burao, Odweine and Qorilugud)
- Creation and building of recreation centres, play grounds and basketball arenas for youth to use
- Revival of the Athletics Programs(Old times) at schools and for the villages to propagate the potential talent of the youth
- Creation of self help schemes (min. payment programs) to construct dams, build roads, plant trees, man reserves etc.
- Creation of a compulsory one year service and the guaranteeing of work after completion

Projects/programs: Youth and Sports :

Matrix 5: Youth and Cultural Sector Budget and Implementation Matrix

Goal	To create favourable conditions for youth development								
Strategic Objectives	<ul style="list-style-type: none"> To ensure that development is prioritized 								
	<ul style="list-style-type: none"> To expand sports activities 								
	<ul style="list-style-type: none"> To improve recreational infrastructure 								
Project title (priorities)	Project Objectives	Project outputs	Activities	Source of Funds	Implementing agency	Yearly budget			Total budget (USD MILLION)
						2014	2015	2016	
Creation of Skills' Development institutions at major urban centres (Burao, Odweine and Qorilugud)	To provide the youth the skills to get employment	3 institutions developed	Construction of the institutes and the development of the programs			0.03	0.03	0.03	0.09
Creation and building of 5 recreation centres, 5 play grounds and 5 basketball arenas for youth to use at five districts	Divert youth inactivity to healthy and enriching experience away from drugs and tardiness	5 Recreation centres 5 playgrounds 5 basketball arenas built	-construction of buildings - creation of programs Equipment provision			0.175		0.2	0.375
Revival of the Athletics Programs(Old times) at schools and for the villages to	Divert youth inactivity to healthy and enriching experience away from	-Athletics revived	-Athletic coaches trained -athletic arenas constructed - programs put				0.03		0.03

propagate the potential talent of the youth	drugs and tardiness		in place						
Creation of self help schemes (min. payment programs) to construct dams, build roads, plant trees, man reserves etc.	To Create planned and productive youth activity to do away with hopelessness	-self help schemes planned and implemented	- funds secured -Schemes planned and auxiliary gear and management organised -public mobilised to support			0.03	0.05	0.02	0.1
Creation of a compulsory one year service for high school leavers and the guaranteeing of university or work after completion	To Create planned and productive youth activity to do away with hopelessness	Youth hopes revived and ambiguous future for youth stopped	-National and regional costs evaluated -programs crystallised and defined						

3.6 Religious Affairs and Endowments Sector:

Current situational analysis:

There are 200 mosques in Togdheer Region out of which only 130 are run by the Ministry of Endowments. Only 8 mosques have their expenses covered. And receives benefits the ministry does not have an office and is given temporary space by the Ministry of environment. There are two coordinators appointed by the Ministry, one in Burao and one in Odweine. There are no other staff members employed by the Ministry.

Challenges:

- Lack of offices
- low number of workers and low worker capacity
- No links with Islamic Charity Organisations in the Region
- No authority over many mosques
- Lack of relations among Quranic School and the Ministry
- No office budget
- No transportation means for staff

Priorities:

- Establish offices(4 office at Burco, Duruqsi, Buuhoodle and Qoryaale) complete with equipment and furnishing
- Obtain vehicle for office use (4)
- Recruit personal as district representatives
- Form public commission, consisting of moderate respectable Sheikhs and elders, to coordinate and give guidance to religious matters of the region
- Seek the support and financial assistance from Islamic Charities stationed in the region
- Conduct seminars and trainings to religious leaders and general public

Projects/programs: Religious Affairs

Matrix 6: Religious and Endowment Sector Budget and Implementation Matrix

Goal	<ul style="list-style-type: none"> To improve the proper safeguard for Islamic faith and culture tradition 								
Strategic Objective	<ul style="list-style-type: none"> To build the capacity of the regional office of the Ministry of Religion 								
	<ul style="list-style-type: none"> To rehab and monitor Koranic schools in Togdheer region 								
	<ul style="list-style-type: none"> To supply materials and equipment to mosques 								
Project title (priorities)	Project Objectives	Project outputs	Activities	Sources of Funds	Implementing agency	Yearly budget			Total budget
						2014	2015	2016	
Establish 4 offices complete with equipment and furnishing at locations in Burao and at 3 districts(To enable the Coordinator office to carry out its mandated duty	Office established and duties shouldered	-Office Construction -furnishing procurement			0.05	0.05		0.1
Obtain 4 vehicle for office use	To enable Coordinator to reach out to general public and establish physical contact	Mobility and outreach become realistic	Vehicle purchase or procurement			0.025	0.05	0.025	0.1
Hire personal as district representatives	To reach a wider mass audience and solicit support against extremism and radicalism	11 district representatives Hired	Procedure to hire followed			5 staff		6staff	11staff

Form public commission, consisting of moderate respectable Sheikhs and elders, to coordinate and give guidance to religious matters of the region	To muster public trust and support	Functioning commission formed and empowered to counter radical views	governor and central government obtained			0.01		0.01	0.02
Seek the support and financial assistance from Islamic Charities stationed in the region	To widen capability and diversify income sources	Public relations strengthened Capability increased	- Funds to widen power of influence obtained				0.01		0.01
Seek the support and financial assistance of Islamic charities stationed in the region	To seek alternative source of funding	Supplementary budget obtained	Organize meetings and workshops			0.01		0.02	0.03
Conduct seminars and trainings to religious leaders and general public	To widen public awareness	Public awareness raised	12 seminars and trainings held				0.01		0.01

3.7 MRR&R Sector:

Situation Analysis

The Ministry office nominally operated since 1998 but has no premises of its own. The staffs consist of 7 persons. One grade A, who happens to be the coordinator, 3 Grade B officers and 3 grade D subordinate staff.

There is no regional office and no transportation.

The office has registered 26,000 IDP Households (HH). Refugees in Togdheer total 6,800 HH. IDPs in other districts total 8,600.

Challenges:

- Carrying out duties without office location, transportation or office furniture and equipment
- Catering to the needs of IDPs in and around Burao and scattered in different districts
- Advocacy of IDP needs including food rations, shelter and other needs such as water and income generation schemes
- Skills training for staffs working with IDPs and the orphans

Priorities:

- Office establishment and furnishing
- Transportation for office staff
- Data collection regarding ascertainment of IDP volume, location and needs
- Training for staff on project development capabilities

Projects and Programs: MRR&R

Matrix 7: Internal displaced people and Refugees Sector Budget and Implementation Matrix

Goal	Create enabling environment for prosperous and thriving communities in Togdheer								
Strategic Objective	Resettle and repatriate IDPs back to their communities								
	Establish mechanism to organise and support refugees								
Project title (priorities)	Project Objectives	Project outputs	Activities	Source s of Funds	Impleme nting agency	Yearly budget			Total budget(USD MILLIONS)
						2014	2015	2016	
Office establishment and furnishing	To better serve the public	Office constructed	construction and furnishing				0.03	0.02	0.05
Transportation for office staff	To Increase staff efficiency in carrying duties	Office vehicle purchased	Vehicle procurement			0.025			0.025
Data collection regarding ascertainment of IDP volume, location and needs	To accurately data on IDPs needed	Register formed and official document put in place	personnel trained and documentation started			0.02		0.02	0.04
Training for staff on project development capabilities	To increase office abilities and enhance abilities to help IDPs	Capable personal activated	Efficiency demonstrated				0.015		0.015

4. ECONOMIC PILLAR

4.1 National Planning and Development Sector:

Situational Analysis:

- The ministry has only one functioning office in Burao constructed and equipped by IOM in 2012.
- Only five (5) staff members are recruited for the office. Staff grades are: 3A, 1B and 2 D.
- Office is fully equipped.

Challenges:

- Inadequate budgetary allocation
- Limited staff in the region
- Lack of trained staff
- Lack of transportation for office staff in the region
- Weak coordination among MoNPD and UN, INGOs and LNGOs in the region.

Priorities:

- Allocate adequate budget
- Recruit Eight (8) additional staff for the region.
- Provision of training to staff
- Provision of two vehicles at least for the region.
- Strengthen the coordination among the MoNP&D and Humanitarian agencies(UN, INGOs and LNGO)

Projects/programs: Ministry of National Planning and Development

Matrix 8: National Planning and Development Sector Budget and Implementation Matrix

Goals	Realisation of Togdheer Region's Development Plan								
Strategic Objectives	To follow the Ministry guidelines to develop the regional and district plans								
	To coordinate the districts' statistical, population and planning data base								
	To register the work of local, international non-governmental organisations in the region								
Project title (priorities)	Project Objectives	Project outputs	Activities	Source s of Funds	Implementi ng agency	Yearly budget			Total budget(USD MILLION)
						2014	2015	2016	
Allocate adequate budget for regional office	To increase efficiency and output	more activities completed	Info gathering elaborated						
Recruit 8 additional staff for the region	To boost outreach to different state bodies and organisations	Better coordination achieved	Annual budget review notes			4 staff		4 staff	8 staff
Provision of training to staff	To better seek and obtain quality service	Better service attained	one course per person per year				0.01		0.01
Provision of at least 2 vehicles for the region	To gather information and data more accurately	More data collected	vehicle procurement			0.025		0.025	0.05
Increase the coordination between MNPd and INGOs and LNGOs	To make activities more effective	Effective outcomes of activities	2 workshops held every 6 months						
					Total				

4.2 Agriculture Sector:

Current situation analysis:

The Ministry of Agriculture has remained one of the cornerstones of the economic sector ministries since the founding of Republic of Somaliland. Although Togdheer inhabitants are engaged predominantly in livestock rearing, agriculture and agro-pastoral interest and enthusiasm has been steadily growing. This new zeal and effort has grown at the expense of pastoralist conservative outlook and nostalgic attitudes which are unrealistic in present day demographic and political dynamics and transformation. The Pastoral way of life in Somaliland would have a difficult time to survive without free access to the Ethiopian fifth state hinterland as has been during the colonial era when the area served as the “Reserved area” of the pastoral population of the then Somaliland Protectorate. A continuous but systematic and planned agro-pastoral transformation is an unpopular but realistic way out of the present dilemma of unsustainable outlooks and behaviour. The Ministry of Agriculture is now poised to collaborate and assist in Togdheer and other regions to accommodate this new fervent trend to farming and sedentary food production.

The Ministry occupies an 8 room office. There is 2-room office at Odweine. The total number of personnel is 14, all of which are permanent except one temporary, with various grade classifications: 2A, 7B, 4D and 1C. There is one vehicle in disrepair. The office of the coordinator in both Burao and Odweine is furnished and equipped. Burao boasts of being the only region in the Republic that has protected and safeguarded the old titles and deeds to farms and land property in its regional domain.

There are 3700 rain-fed farms in the region and 316 irrigated farms. In Odweine there are 4600 rain fed farms and 400 irrigated farms. Demarcation of agriculture and farming zones was begun in 1983. Present commission is formed consisting of the ministries of Agriculture, Livestock, Interior and Environment and an immediate and forceful action is anticipated.

Recent activities at the Ministry include:

- Beer Agriculture high school to be inaugurated this year and first batch of 80 students to be enrolled in Aug. 2013.
- 44 private wells dug by private farmers in Burao
- In FAO project called FFS (Field Farmer School), training for farmers in Togdheer has been initiated. The training of 8 farmers at Abuurin and Amoud, Gabiley and Awdal regions respectively, for a period of three months, intended to stimulate and raise the agriculture skills of local farmers and the establishment of inter-regional collaboration. In the FFS project these trained farmers continue to train 32 farmers upon their return to their community.
- A total of 3 Ferguson Tractors have been brought to the Region recently, all of which were sold at affordable discount prices to local farmers.
- Further activities include the de-silting of 6 irrigation canals of 3 km length each for the benefit of local farmers.
- 3000 sacks of sesame harvested last year, a new trend in diversification of agricultural produce
- The construction of the Ministry compound fence is underway- 220m has been completed and 180m is remaining.

Challenges/opportunities:

- Need for Office building repair and equipment
- Shortage of staff
- Lack of equipment for regional and district offices
- Lack of suitable water canals for farms alongside dry-river beds
- Unchecked flow of water out to sea
- Inability of poor farmers to dig shallow wells for their farms.
- Poor infrastructure of spate irrigation canals.
- Lack of Demarcation for agriculture and farming zones.

- Lack of training for farmers
- Lack of utilization of traditional animal ploughing techniques
- Lack of storage facilities for agricultural products
- Weak utilization of natural fertilizers and pesticides

Priorities:

- Rehabilitate Office building and equip
- Increase number of staff for regional office (6 staff)
- Provide equipment for regional and district offices
- Demarcation of agriculture and livestock zones
- Strong judiciary, security enforcement of demarcations
- Conduct training for farmers
- Protection of indigenous seeds and traditional edible plant species
- Control of harmful GM seeds, presently unsolicited and uncontrolled by ministry, that could have long-lasting effects on the production capacity and capability of the land
- Control, monitoring and specification of use of pesticide and herbicide imports
- Food aid distribution coinciding with periods of local high yield production of similar crops to be stopped
- Transportation for office personnel to be improved(4 vehicles)
- Encourage and support utilization of natural fertilizers and pesticides to reduce chemical pesticide Usage and its effects
- Encourage and support utilization of traditional animal ploughing.
- Construction of storage facilities for farm products(Xaaxi and Beer)

Projects/programs: Agriculture Sector

Matrix 9: Agriculture Sector Budget and Implementation Matrix

Goal	To ensure food security and sustainable agricultural development								
Strategic Objective	To build the institutional capacity of the sector at the district level								
	To coordinate the sector activities in the districts								
	To improve agricultural production and productivity at the regional level								
	To improve the agricultural support services								
Project title (priorities)	Project Objectives	Project outputs	Activities	Source s of Funds	Implement ing agency	Yearly budget			Total budget(usd MILLION)
						2014	2015	2016	
Rehabilitate Office building and premises and equip	To improve office facility and efficiency	Rehabilitated office and premises and equipment provided	-construction of building and premises -equipment procurement			0.02	0.03	0.02	0.07
Engendering demarcation of agriculture and livestock zones	To Ease tensions and prevent conflict between pastoral and agriculture communities	10 Public debates organised and media disseminated	Demarcations revised and announced				0.01	0.01	0.02
Inter-regional (SL) farmer training and also with neighbouring countries	To boost farmer knowledge and increase production	6 training tours organised	training tours prepared and completed			0.01	0.02	0.01	0.06
Protection of indigenous seeds and traditional	To preserve and protect unique plant species that	2 nursery farms created to plant indigenous	Action to preserve taken and specialised			0.01		0.02	0.03

edible plant species	may disappear	edible fruits, berries and tubers	nurseries created						
Control of harmful GM seeds	To Establish regional level commission to study phenomenon and give advise	One Commission established and issue addressed	Commission actively pursues success			0.02		0.03	0.05
Control, monitoring and specification of use of pesticide and herbicide imports	To help reduce harmful effects on both human and animal life	Sufficient Cadre prepared and laboratory equipment to protect farmer and consumer health and interests created	Laboratory created and results regularly announced			0.02		0.03	0.05
Food aid distribution coinciding with periods of local high yield production of similar crops to be stopped	To pressure Food Aid agencies to consider farmer concerns of said issue	Concern addressed and local farmer interests respected	Regional and central cooperation of issue created			0.02	0.02		0.04
Transportation for office personnel to be improved	To have an efficient car to carry out duties more effectively	Vehicle purchased	Vehicle operated			0.025	0.025		0.05

Increase the number of staff in the region(10)	To provide better services	10 staff hired	-hiring and -Training			5 staff		5staff	10 staff
Provide equipment for regional and district offices (4)	To enhance worker provision of services	4 offices equipped and furnishing provided	-procurement of office equipment and furniture			0.003	0.004	0.002	0.009
Transportation for the office personnel to be improved(4 vehicles)	To improve ministry services and outreach to rural areas	4 vehicles provided	Procurement of vehicles			0.025		0.025	0.05
Encourage and support utilization of traditional animal ploughing (2locations Beer and Odweine)	To reintroduce cost effective traditional ploughing techniques	8 oxen provided to farmers at 2 location	Purchase and training of oxen and hiring of qualified ploughing local experts. -metal or wood plough			0.03	0.04	0.01	0.08
Construction of (4) storage facilities for farm products in (Xaaxi and Beer)	To secure farm products from weather hazards	4 storage facilities built	-construction of 4 facilities			0.02		0.02	0.04

4.3 Livestock Sector:

Current situation analysis:

The Ministry of Livestock offices are intact but the laboratory office building is occupied by locals. There are 36 employees who consist of 1 regional vet officer, 7 veterinarian doctors, 21 assistant vets, 2 auxiliary assistants' vets, 1 driver, 2 cleaners and 6 unpaid subordinate staff members which also includes the watchman. The office operates three vehicles, 1 for Burao, 1 for Odweine and 1 for cross-border operations. There are enlisted 250 Community Health Workers (called CAHWs) trained and formed in the early nineties as mobile units to attend to community animal health needs. These were provided with Vet Aid Kits that contained essential tools and emergency medications for animals. The initiative was liked but could not be sustained and only around 50 of the CAHW's remain in active service.

- There were 1,404, 425 heads consisting of shoats and camels vaccinated and treated in 2012
- There are 6 Vet clinics established at Kabo-dheere, Duruqsi, Fiqi Ayub, Dhoqoshay, Odweine and at Burao livestock market place
- The holding ground at Aroori covering an area of 10 by 20 Km
- A new Abattoir is to be inaugurated by FAO soon and Gaaha new meat market to be built

Challenges:

- Shortage of qualified staff
- Need for consistent & sustainable operating clinics along the necessary equipment & vet medicine supply
- Surveillance of cross border animal movement and disease monitoring difficult
- Monitoring and evaluation of animal feed, water, diseases and trade specifics lacking

- Animals slaughtered for local consumption need to be strongly addressed as it has become affected by the inflated animal prices for the gulf population.
- Absence of vet lab system and qualified technicians
- Lack of fence for the ministry office
- Occupied ministry buildings
- Lack of poultry farms

Priority needs:

- Increase the number of staff (20) and capacity building for staff
- Provision of vet kits and vet supplies to district level offices and CAHWs'
- Strengthen of Surveillance system for the cross border of animal inspection, treatment and vaccinations
- Fence for ministry premises
- Construct and equip vet clinics at district level (7),(Balidhiig, Haaji-salah, Qoryaale, Warcimraan, Kalbare, Harasheekh and Khaatumo)
- Local meat consumption quality, price and availability is a major concern that has to be addressed
- Empowerment for meat hygiene units
- Rehabilitation of building after evacuation
- Establishment of poultry farms and alternative sources of meat (protein).

Projects/programs: livestock

Matrix 10: Livestock Sector Budget and Implementation Matrix

Goal	To create enhanced livestock productions that contribute to sustained growth								
Strategic Objective	To increase livestock productivity								
	To eradicate major livestock diseases								
	To improve livestock marketing infrastructure and increase export earnings								
Project title (priorities)	Project Objectives	Project outputs	Activities	Sources of Funds	Implementing agency	Yearly budget			Total budget(usd MILLION)
						2014	2015	2016	
Weekly animal inspection tours and vaccination according to allotted zones' need	To monitor and attend to animal health situations more regularly	quick response mechanism established	Weekly tours to zones regularly organised			0.1	0.1	0.1	0.3
Shortage of qualified and trained staff at regional and district level(20)s	To hire 20 more animal health workers	Better service and care for animals provided	20 hired and engaged			5 staff	9 staff	6 staff	20 staff
Fence for ministry premises	To help worker privacy and security	Secured premises	-building constructed				0.02		0.02
Availability of affordable quality meat to low income families policy and program creation	To initiate policy/project addressing meat availability to public	- affordable Meat made available to low income families	-policy formed -program developed			0.01			0.01

Empowerment for hygiene units Appropriate Guideline and legislation	To empower hygiene vets and enact laws where applicable	Effective enforcement of laws Maintenance of animal health	-health regulation enactment - empowerment of animal health workers			0.01	0.02		0.03
Establishment of farm poultry and alternative source of meat						0.04		0.04	0.08
Increase the number of staff(20) and Capacity building						5 staff	10 staff	5 staff	20 staff
Rehabilitation of building after evacuation						0.02		0.03	0.05
Local meat consumption quality is a major concern that has to be addressed						0.02	0.02		0.04

4.4 Commerce and international investment Sector:

Current situation analysis:

The regional office was established in 1998. There is a strong reciprocal collaboration with the Ministry of Finance, particularly in the areas of income tax and customs. The main activity of the Ministry revolves around Import/Export licensing. There are essentially two offices presently operating in the region- one is located at Burao and the other at Beer. The no. of staff is 9 consisting of 3 officers and 6 subordinate staff. These are mainly 8 males and 1 female. Ministry of Commerce property, which was based on the Socialist and nationalisation outlook era, remains in the hands of private citizens. These comprised of 4 gas stations and several warehouses (ex-NC).Number of licences issued for 2012 was 1249 import permits and no (nil) export licenses. In 2013, there have been 33 types of licenses issued to local traders which can be categorised as wholesalers (22), production licences (4), 5 importer licenses and 2 exporter licenses. The rise in license acquisition in 2012 is attributable to enthusiasm and applications to the World Bank Development Fund. Very few were said to have qualified and were granted the funds from Togdheer Region.

Manufacturing in Togdheer Region:

- 2 Detergent factories
- 3 Water processing and bottling plants
- 1 hides and skins factory (presently in disrepair)
- 1 Meat processing factory (in disrepair)
- 1 shampoo manufacturing factory (in disrepair)

Service providers in Togdheer Region

- 4 Electric power stations
- 4 telecommunication companies

These industries employ intermittently between 400-500 workers. These are assumed to support approximately from 2,000 to 2,500 households. The poor state of the machinery and lack of maintenance and repair skills among workers is evidently a reason to cite for the decrepit state of these factories. Another

equally rational answer is the precarious and limbo state in which our lack of statehood recognition manifests itself in various ways regarding our banking and finances and world trade linkage.

Challenges/Opportunities:

- Lack of office furniture and equipment
- Shortage of staff
- Fuel cost too high for businesses and manufacturing to thrive and make reasonable profit
- Obstacles of marketing and marketing constraints
- Absence of Banking of international status
- Raw material importation adding to consumer prices and therefore discouraging production. Additional costs are incurred due to the importation of packaging materials as well.
- Lack of trader skills among merchants competing over a narrow spectrum of goods
- Rampant price fixing and collusion among traders to gouge consumers including goods for export, local manufactured goods and imported goods ranging from food(involves food importers) to variety goods (involves 'bagaash' or Variety goods' traders).
- Problem of license classification deterring wholesalers competing with retailers. Such law was adopted in 2004 but not enforced.
- Weak awareness among traders and general public on commercial laws and regulations

Priorities

- Provision of office furniture and equipment and vehicle
- Increase the number of staff(3)
- Engendering License classification regulation and enforcement
- Price fixing curtailment- policy and awareness at regional level in collaboration with central government

- Expansion of Burao office(2) and Construction of office at Beer (presently share with ministry of finance)
- Regional Office Budget
- Explore marketing options and overcoming marketing constraints.
- Re-enforcement of license classification into importers, wholesalers and retailers.
- Conduct awareness raising among traders(15 days) and general public(30 days) on commercial laws and regulations

Projects/Programs: Commerce Sector

Matrix 11: Commerce and International Trade Sector Budget and Implementation Matrix

Goal	To achieve saver and effective commercial development for enhancing regional economic growth								
Strategic Objectives	To implement the set regulatory frame fork for commercial enterprises for enhancing save and effective commercial growth								
	To enhance the internal regional trade for increased the social wellbeing of the society								
Project title (priorities)	Project Objectives	Project outputs	Activities	Sources of Funds	Implementing agency	Yearly budget			Total budget(USD MILLIONS)
						2014	2015	2016	
Engendering trader license classification regulation and enforcement	To Enforce 2004 law	Middle level trader protected from the giant importer	Develop timeline and forewarn			0.03	0.04		0.07
Price fixing curtailment-policy and awareness at regional level in collaboration with central government	To fight price fixing practices of traders at expense of consumers	Practice of lassie-faire as enshrined in constitution	-develop strategy -liaise with law enforcement agencies -use media			0.02		0.02	0.04

Office equipment provision and furnishing and 1 vehicle	to increase office efficacy	Procurement of office equipment and vehicle				0.004	0.005		0.009
Expansion of Burao office by two rooms and toilet and Construction of office at Beer (2 rooms and toilet)	To increase office capacity	Office capacity Raised	Construct buildings at Burao and Beer and furnish and equip				0.025		0.025
Regional Office Budget	To increase office capability and reach	Operational budget increased	-budget submission at appropriate time						
Explore marketing options and overcoming marketing constraints						0.03		0.03	0.06
Re-enforcement of license classification into importers, wholesalers and retailers.						0.02	0.02		0.04
Conduct awareness raising among traders(15 days) and general public(30 days) on commercial laws and regulations						0.01			0.01
Increase the number of staff (3)							3 staff		

4.5 Water Resources Sector:

Current Situation Analysis:

The regional water coordinator and Water Agency for the District of Burao are separate entities. The regional office is rehabilitated by Caritas. The number of employees is 19 with differing job descriptions. The male/female ratio of 17: 2 is heavily lop-sided in favour of men. Four persons are not paid. The office owns one vehicle which is not in condition but functioning.

There are 6 boreholes which are under direct mandate of regional office of the Ministry of water. Four of the wells are located in Burao and the other 2 in Qoryaalle and Xood respectively. Out of the four wells in Burao, two are operational and these remain in the hands of private entrepreneurs.

The employees are stationed in Buhoodle (1), Odweine (1) and Ballidhiig also (1).

The Water Agency:

The Agency occupies an office consisting of 8-room small but equipped building. The work force is 103, consisting of 91 men and 12 females who are all in the payroll. The agency owns 7 vehicles and 1 crane lift. Out of 14 boreholes it manages, 8 are interconnected with the main pipeline and an additional paired stand-pipe for water tankers is operational. A further 4 boreholes recently rehabilitated is ready to go into service. This network of boreholes produces 4,000 cu.m. of water per day to the inhabitants of Burao and areas of close proximity.

The main pipeline, 22 km. in length, was constructed with German Aid in 1982. An additional 4 km pipeline was added by UN Habitat in 2004. The population growth of the city of Burao is more than double that it had been 20 years ago and the old water supply network of the past could not be expected to cope with present day demands.

Some of wells have a high degree of salinity and fluoride content. The health effects of these wells need be studied and remedial measures taken.

Private Wells:

There are 5 privately owned water boreholes in Burao. These supply water via the water tankers to the public. Among these are also the 2 wells owned by City Plaza and Saleebaan Kulul which are permitted to supply water through the publicly owned Main Supply Pipeline. The network of water supply feeds 8,700 household connections- 60% pipeline supplied, 40% water tanker supplied- in addition to 112 water taps.

Oodweyne District:

- Four districts under Oodweyne the same problem of water shortage
- Drought periods are particularly bad for both animals and people
- Present water supply to Oodweyne is insufficient
- Khaatumo dam needs de-silting

Challenges/ Opportunities:

- Shortage of Transport vehicles for Ministry staff
- Lack of payment for the unpaid personnel
- More wells drilling for the rural villages and districts
- No water quality control facility to check levels of salinity and fluoride content
- System of pipeline not sufficient
- No compliance with the National Water Act and drilling continues un-impeded wherever one so desires
- Office space shortage
- No reserved land for water borehole construction in Burao

- No long/heavy depth drilling rigs
- Lack of technical mobile teams for inspection tours
- Rich water resource to tap
- International Donors willing to help. EU promises of 10 Water Boreholes expected to start.
- Lack of technical workshop
- Lack of budget for the office
- Absence of water storage tanks for Burao.

Priorities:

- Wells drilling for the rural villages and districts (see the annex)
- increase System pipeline in Burao
- National Water Act enforcement
- Transport vehicles for Ministry staff (3 vehicles)
- Obtain two heavy duty rigs
- Establish technical mobile teams and provide equipment for inspection tours
- Add unpaid worker to payroll(4)
- Construct technical workshop
- Allocate budget for the office
- Construct underground storage tanks with booster machines to maintain the water

Projects/Programs: Water

Matrix 12: Water and Sanitation Sector Budget and Implementation Matrix

Goal	Improve availability and access to water in Togdheer in sustainable and equitable way for all different uses in a manner that is environmentally safe and in line with MDG								
Strategic Objectives	To increase availability of water by developing a service and ground water resources at regional level								
	To coordinate Regional water infrastructure initiatives to optimize access								
	To develop an integrated regional water resource management								
Project title (priorities)	Project Objectives	Project outputs	Activities	Sources of Funds	Implementing agency	Yearly budget			Total budget(USD MILLION)
						2014	2015	2016	
10 Wells drilling for the rural villages and districts	to ease shortage problems for districts	10 wells dug and made functional	-acquire rig funds -drill at appropriate location -provide supply tanks and kiosks as necessary			1.0	1.0	1.0	3.0
10 km System of pipeline increase	To supply water to every HH	Network of water supply reaches many more HHs	- design distribution plan Acquire funds -			0.02	0.02		0.04
National Water Act and Drilling enforcement	To stop unregulated drilling	Public awareness increase	-media /security engagement				0.01		0.01

Transport vehicles for Ministry staff	To make staff more efficient	Vehicles purchased for ministry	- funds /procurement procedure			0.025		0.025	0.05
Obtain two heavy duty rigs						0.05		0.05	0.1
Establish technical mobile teams and provide equipment for inspection tours						0.5		0.5	0.1
Add unpaid worker to payroll(4)						4 staff			4 staff
Construct technical workshop						0.02	0.03		0.05
Allocate budget for the office									
Construct underground storage tanks with booster machines to maintain the water						0.02	0.02		0.04

5. INFRASTRUCTURE PILLAR

5.1 Public Works Housing and Transportation Sector:

Current situation analysis:

The regional coordinator office is located in the old ministry compound building. The building structure is occupied by some 27 family squatters. The remaining five rooms are used by the staff. The staffs consist of 14 persons- 2 are located in Odweine and 1 in Ainabo. Grades are 5 B, 5 C, 3 D and 1 A. The department of Transportation functions satisfactorily.

Challenges:

- Office administration including departmental functions and delineation not yet established
- No transportation for office staff
- No budget earmarked for regional administration and development
- Lack of empowerment and motivation of ministry at regional level
- Absence of guidelines/codes for building regulations for both private and public buildings and infrastructure
- Lack of inventory for government buildings and property including vehicles
- Lack of plans for maintenance, repairs of government owned property such as vehicles, buildings, etc.
- Fuel stations and workshops are not functioning
- Government owned vehicles with private plates
- Lack of training for employees at regional level
- Lack of collection authority for rents and leases of government land and buildings
- Drivers not accountable to anyone but their immediate bosses and responsibility of safeguarding, maintaining vehicle falls through the cracks

- Road condition from Qoryaale to Las Anod poor
- The road condition from Qoryaale to Beer is alarmingly bad and is bound to disappear if deterioration not intervened with and halted immediately
- Absence of road signs makes our roads hazardous and cause for many preventable deaths
- Lack of repair for feeder roads (Qoryaale-Balidhiig 72km , Burao-Duruqsi 96km, Qoyta-Kalbare 56km)

Priorities:

- Entire office secured and offices rehabilitated and equipped
- Data base for Government property inventory established
- Government Houses rent or lease collected more efficiently and accurately
- Government vehicles controlled, maintained regularly and movements monitored
- Staff trained
- Repairing for feeder roads (Qoryaale-Balidhiig 72km , Burao-Duruqsi 96km, Qoyta-Kalbare 56km) and repair to Tarmac road linking Qoryaale-Beer and Qoyale-Laascaanod.
- Road signs should be installed at hazardous junctions and on all surfaced roads.
- Re-establish fuel stations and technical workshops.

Projects/Programs:

Matrix 13: Public Works, Housing and Transport Sector Budget and Implementation Matrix

Goal	Achieve integrated regional and urban planning management and transport system								
Strategic Objectives	To rehabilitate regional government housing properties and vehicle workshops								
	To implement National land use policy law.no.17								
	To improve regional transport systems								
Project title (priorities)	Project Objectives	Project outputs	Activities	Sources of Funds	Implementing agency	Yearly budget			Total budget(USD MILLION)
						2014	2015	2016	
Entire office secured and offices rehabilitated and equipped	To establish an appropriate working environment	Office established and IT equipment installed	-squatters evicted -building constructed			0.02	0.03		0.05
Government Houses rent or lease collected more efficiently and accurately	To activate Data Bases and adopt enforcement measures	Government buildings become under ministry jurisdiction	Rent and lease collection			0.01	0.01		0.02
Government vehicles controlled, maintained regularly and movements monitored	To put government vehicles under Ministry safeguard and reduce financial wastage	Government vehicles Reduce fuel waste and unnecessary repairs	enforcement procedure adopted and media utilized			0.01	0.01		0.02
Staff trained	To increase staff capacity	Staff capability increased	Training program established				0.01		0.01
Repairing for feeder						0.4	0.8	0.3	1.5

roads (Qoryaale-Balidhiig 72km , Burao-Duruqsi 96km, Qoyta-Kalbare 56km) and repair to Tarmac road linking Qoryaale-Beer and Qoyaale-Laascaanod									
Road signs should be installed at hazardous h=junctions and all surfaced roads						0.01		0.02	0.03
Re-establish fuel stations and technical workshops						0.04	0.04		0.08

5.2 Civil Aviation Sector:

Situation Analysis:

The Civil Aviation renewed activities follows the construction of the Burao Airport. A new cleared and compressed 2.5 km runway has been opened up. Weather forecasting equipment has been installed. Rehabilitated also are 2 Halls, 1 large corrugated iron shelter and 5 offices. The Installation of a new ATC aerial adds to the service provided to air-traffic control. The air-port is also provided an efficient fire-fighter truck. This cost 1,800,000 USD provided generously by ICAO and USAID.

The employees at the airport total 24. There are only 8 new recruits but the remaining 16 are former employees of the Ministry.

Challenges:

- Low level capacity of the staff
- Lack of an All weather landing strip/runway

- Security of a long strip in the middle of a large area city is a difficult challenge
- The terminal building has no ability to accommodate a high volume passenger level
- Limited transport means for maintaining the security of the airport
- Lack of security staff building
- Insufficient fire fighting vehicle and other fire extinguishing gear
- Lack of security scanning equipment for human and baggage surveillance
- Lack of office facilities

Priorities:

- Capacity building of staff
- The airport strip cannot accommodate plane flights during rainy season. An all weather tarmac strip is needed to accommodate planes all year round
- The construction of a decent terminal structure is needed to provide amenities to passengers in and out of the airport
- Passenger safety is a priority during these times. For passenger screening, transportation to and from the plane and baggage loading and unloading, reliable security is needed
- construct security staff building
- supply fire fighting vehicle and other fire extinguishing gear
- provide security scanning equipment for human and baggage surveillance
- procure office facilities
- Training of airport personnel essential to good service provision
- Increase transport means for maintaining the security of the airport

Projects/Programs: civil aviation

Matrix 14: Civil Aviation Sector Budget and Implementation Matrix

Goal	Develop competitive, efficient and modern airports in Togdheer region								
Strategic Objectives	To improve regional airport infrastructure								
	To construct new airports at district levels								
	To improve the capacity of civil aviation authorities at regional level								
Project title (priorities)	Project Objectives	Project outputs	Activities	Sources of Funds	Implementing agency	Yearly budget			Total budget(US MILLION)
						2014	2015	2016	
All weather Landing strip to be built	To service large population area and economic centre	Airstrip be built after assessment and viability evaluation	-assessment and evaluation			0.4	0.6		1.0
Build Decent looking terminal structure	To build comfortable vicinity to accommodate future passenger increase	Terminal in accordance with need	periodic assessments made to valuate level of service need			0.1		0.2	0.3
Passenger safety assurance measures needed	Fencing to be completed and passenger and plane safety assured	Construction of and installation of necessary safety measures					0.02		0.02
Training of personnel	Training of personal	Trained and efficient					0.01		0.01

	commensurate with passenger level to be implemented	personnel							
construct security staff building							0.02		0.02
supply fire fighting vehicle and other fire extinguishing gear						0.045		0.045	0.09
provide security scanning equipment for human and baggage surveillance							0.02		0.02
procure office facilities							0.01		0.01
Increase transport means for maintaining the security of the airport						0.025	0.025		0.05

6. GOVERNANCE PILLAR

6.1 Security Sector: Police

Togdheer Region is the second largest region in Somaliland, It is on the East of Somaliland where it shares borders with Sahil, and Maroodi Jeex, Sool and Sanaag Regions of Somaliland. On the Southwest, the region also shares borders with Ethiopia's fifth region. 18 police stations and 11 security check points. These service centres are concentrated in the urban areas as opposed to the rural settings.

In Buroa, the security infrastructure and machinery is a bit better and stronger than those of the other districts of the region. In Buroa, there is a regional police headquarter in which the regional police commander is based. There are poor 5 central police stations in Buroa. These stations lack proper facilities and adequate spaces. Detention rooms are not friendly and hygienic. There are more than 10 local, village-level police posts throughout the city. There is only one main prison in Buroa. This prison was built before a long time and is currently almost poor to accommodate for the needs of region. It was supposed to serve for only Buroa city while it is now available for the entire needs of the broader region.

The security facilities of other districts of the regions are summarized the table below.

Table 8: Table of security facilities in the region

SN	District	Police Station	Vehicle	No of Police
1	Waraabeye	No	No	No
2	Duruqsi	No	No	15
3	Riyo-xidho	Yes	No	2
4	Oodweyne	Yes	Yes	Number
5	Dhoqoshay	Yes	Yes	5
6	Balidhiig	NO	No	5
7	Warcimraan	Yes	No	5
8	Qorilugud	Yes	No	7
9	Buhoodle	Yes	yes	Number
10	Qoyta	No	No	No
11	Kalbarre	No	No	No
12	Widhwidh	Yes	No	Number
13	Qoryaaley	Yes	Yes	Number

Challenges

- Limited number of police stations in the region
- Lack of transport for emergency situations.
- Lack of sufficient police force ,
- Inadequacy of knowledge of police skills and discipline
- Inadequate budget allocation.
- Limited office equipment and Furniture
- shortage of office and lack of maintenance(Burao)
- lack of police first aid and dispensary
- limited of communication amenities
- insufficient police immigration check point in the border
- Limited police uniform materials

Priorities

- Construction of 5 police stations in the region. (Kalbare, Waraabeeye, Balli dhiig, Riyo xidho and Harasheekh).
- Provision of 8 strong vehicles for police operations,(Duruqsi, Waraabeeye, Balli dhiig, Qoyta, Riyo Xidho, Dhoqoshay, Kalbare and Harasheekh)
- Employment of 180 additional police force for 15 at each district
- Training of 150 police force on proper ethics and disciplines regarding security issues
- Increase of regular budget allocation of the police at district levels.
- provision of office equipment and Furniture

- Construction of office (Burao)
- Provision of police first aid and dispensary
- provide communication amenities
- Construction of police immigration check point in the border(Balli dhiig)
- provide police uniform materials

Projects/Programs: Police

Matrix 15: police Sector Budget and Implementation Matrix

Goal	To strengthen regional security								
Strategic Objectives	To reduce crime rate in the community								
	To enhance community safety to reduce conflict and support peace building initiatives								
	To attain regional judicial system that is accountable								
Project title (priorities)	Project Objectives	Project outputs	Activities	Sources of Funds	Implementing agency	Yearly budget			Total budget (USD MILLION)
						2014	2015	2016	
Capacity building for the regional police and districts	To build necessary police stations and obtain relevant equipment	Build new regional police head quarter and equip	Construction of regional police headquarter, provide training in criminal investigation police			0.1	0.1		0.2
Construction of 5 police stations in the region.(Kalbare, Waraabeeye, Balli dhiig, Riyo xidho and Harasheekh).	To provide services to a wider community level	Completion of construction of 5 police stations	Construction, provision of material and training of police				0.05	0.1	0.15

Provision of 8 strong vehicles for police operations, (Duruqsi, Waraabeeye, Balli dhiig, Qoyta, Riyo Xidho, Dhoqoshay, Kalbare and Harasheekh)	To expend police services and efficiency	To purchase 8 vehicles	Procurement of vehicles			0.1	0.1		0.2
Employment of 180 additional police force for 15 at each district	To enable police to carry out its duties more effectively	180 police hired	Hiring , training and placement			60 police	80 police	40 police	180 police
Training of 150 police force on proper ethics and disciplines regarding security issues	To improve the capacity of the police	150 trained	Training and equipment provision				0.015		0.015
Increase of regular budget allocation of the police at regional and district levels.	To boost police action and emergency engagement	Budgetary consignmen t to regional and district level	Budget provision and allocation						
Construction of police hospital dispensary at regular medical supplies	To improve health services to police	4 dispensary clinics constructed	Construction and provision of drugs and personnel			0.02	0.02		0.04
provide	To increase	Provision	Procurement			0.01	0.02		0.03

communication amenities	the efficiency of the police sector	of IT equipment telecommunication and trained personnel	and training						
Construction of police immigration offices in the border at boarder districts and equip	To establish immigration offices at boarder locations	Constructio n and equipment 4 offices	Construction, equipment and staffing				0.04		0.04
Provide uniform materials						0.03	0.03		0.06

6.2 Justice Sector:

Current situation analysis:

At the regional level, the Ministry of Justice consists of Judiciary, Notary Public and Lawyer's Association. The personnel total six in number consisting of 4 males and 2 females. Their scales are 2A, 2B and 2C. There is specific office for them as they share it with the Regional Prosecutor General. There are 3 courts operating at the regional level:

- Appeals Court which also acts as the administration and finance operative
- The Regional Court
- The District Court

The Appeals court is sufficiently furnished and equipped but the remaining 2 do not have an office particular to their service. All three courts have computers and share one photo-copy machine.

The Appeals court has also got a functioning archive. There are 3 chairperson judges appointed for the three courts who also use the services. In addition, there are 13 alternate judges, 18 assistant judges, 11 subordinate staff and 1 bailiff to the deputies.

There is one large prison compound built in 1942 and which received minor repairs in recent years. There are only five large rooms for prisoners with no separate facility for juvenile prisoners. The prison population varies from 400 to 450 with close to 300 convicted murder criminals awaiting execution or serving life imprisonment.

There are 19 Notary Public offices in the region and also 4 privately run Islamic Courts over which the Ministry has no direct jurisdiction or control.

The courts at the regional as well as district levels handled 3171 cases in 2012 consisting of offences ranging from murder, criminal and civil. There are no courts at Qoyta, Dhoqoshay, Riyo-xidho, Waraabeeye and Kal-Barre.

At the district level the ministry of justice has the following capacity:

Odweine:

- 1 small room (from colonial era)
- 4 personnel (1 judge, 1 alternate judge and 2 assistant judges)
- No transportation
- There is no jail in Odweine district. Other districts that come under Odweine do not have jail facilities as well. These include Xaaji Saalax, Haro-Sheikh and Khaatumo; there are police stations in these locations but no jails.

Duruqsi:

- 1 chairperson Judge
- 1 assistant Judge
- 1 Office Court constructed by district community but lacks furniture

Balli-Dhiig:

- 1 Chairman Judge
- Uses Local Council Office as Court
- No Bailiff

Qoryaale:

- 1 Chairman Judge
- 1 Large Court hall
- No Deputy judge or bailiff

Challenges/ Opportunities:

- Shortage of staff
- Willing public, Government and INGOs to help
- Absence of proper Offices(utilities provided) and equipment
- Lack of training for all levels
- Lack of Bailiffs' transportation means
- Poor transportation for districts; 5 needed (1 for Central Prison, 3 for districts namely Burao, Odweine and Buuhoodle), 1 for regional coordinator
- Eviction of squatters from court premises and buildings
- Lack of Juvenile Courts, Jails and skills training institutions
- Shortage of Custodial Corps training and equipment provision

- lack of courts at district level to relieve burden on regional courts
- Tradition and Custom override and challenge court procedure and execution of duties
- Insecure court premises
- Limited Court-Police relations and cooperation
- Lack of Medical facility for prisoners
- Lack of strong enforcement for rape and homicide offenders

Priorities:

- Increase the number of staff by 20
- Increase office and court space by constructing new buildings, rehabbing old buildings(after evicting squatters) at Burao
- Training for all judiciary and judiciary personnel
- Improvement of jail facilities
- Separate court Jail and skills training for juveniles
- Bailiffs' transportation means
- Provide transportation for districts
- Eviction of squatters from court premises and buildings
- Construct Juvenile Court, Jail and skills training institution
- Provide Custodial Corps training and equipment provision
- Construction of courts at district level to relieve burden on regional courts (Dhoqoshay, Riyo xidho, Qoyta and Kal bare)
- Tradition and Custom override and challenge court procedure and execution of duties
- secure court premises
- strengthen Court-Police relations and cooperation
- Provision of Medical facility for central jail prisoners

- Address strong enforcement for rape and homicide offenders
- Construction of fence open area of Burao central jail
- Extension of Burao central jail

Projects/programs: Judiciary

Matrix 16: Justice Sector Budget and Implementation Matrix

Goal	Achievement of an effective equal justice for all communities in the region								
Strategic Objectives	To attain a regional judicial system that is independent and accessible								
	To attain a regional judicial system that is efficient and transparent								
	To attain regional judicial system that is accountable								
Project title (priorities)	Project Objectives	Project outputs	Activities	Sources of Funds	Implementing agency	Yearly budget			Total budget (USD MILLION)
						2014	2015	2016	
Increase the number of staff by 20	To reach out to a larger public domain	20 staff members recruited	Hiring and Training			5 staff	10 staff	5 staff	20 staff
Construct and rehabilitate court and judiciary buildings at Burao	To increase capacity of judiciary and public access to services	Construct one major Burao office judiciary building, construction of 4 courts at district level, rehabilitation of 3 court office buildings	-construction -rehabilitation -office equipment			0.02	0.04	0.02	0.08

To enhance judiciary quality performance	To train senior judges and assistant judges and personnel at university of Hargeisa faculty of law	10 judges and 5 assistances undertake training and refreshment courses at Hargeisa university faculty of law	Holding of training sessions on three consecutive period			0.01	0.01		0.02
rehabilitation of Burao jail facilities	To improve a quality of jails	1 central jail rehabilitated	rehabilitation of central jail			0.01	0.02		0.03
Improve the efficiency of bailiffs by providing them with motorbikes	To improve efficiency and quality of service of courts	7 motor bikes provided to court	Procurement of bikes			0.02		0.02	0.04
Provide transportation for districts (5)	To make district court performance more efficient	5 vehicles obtained	Procurement of vehicles			0.05	0.025	0.05	0.125
Construct juvenile jail and skills training institution	To protect children offenders from adult abuse in jails	1 juvenile court constructed , 1 skill training institution established and 1 jail constructed	Construction of juvenile court and jail, 1 skill training institution established			0.1	0.1		0.2

Provision of custodial court training and equipment	To raise the quality of custodial court services	3 training seminars organized for 30 members of the custodial court				0.01	0.01		0.02
Construction of 3 district jails at Dhoqoshay, Riyo-xidho and Kalbare	To relieve burden on regional courts	4 jails constructed	Construction of 4 jails, Provision of staff and equipment			0.1		0.2	0.3
Secure court premises at Burao and 3 other district	To improve security of court judges and personnel as well as the public	4 courts security improved	4 courts fences constructed and manning personnel putting place			0.02		0.02	0.04
Provision of Medical facilities for Burao central jail prisoners	To improve jail services for prisoners	1 medical health facilities established at Burao jail	Construction of medical facility at central jail location, Provide medical supplies and gear			0.01	0.01		0.02
Improvement of Court police relations and	To augment police jail court	Regular seminars (2) and	Holding of seminars, Holding of the				0.01		0.01

cooperation	relations	workshops(3) held for joint police and court personnel	workshops						
Streamlining court/Traditional leaders' relationship and cooperation	To improve court traditional leadership cooperation	Regular seminars held quarterly to cement relations	Holding seminars			0.01 5			0.015

6.3 Civil Service sector

Situation Analysis

The newly established civil service sector office in Togdheer region has not yet completed the registration and data entry of the various ministry employees and other public workers but has been successful in carrying preliminary activities towards that goal. There are no offices of CSC at the district level. The employee of the office consists of 5 persons, 4 of which are in the payroll. The office is provided transportation and complete office equipment. Total number of employees so far registered at the data centre is approximately 345. Most complaints of the employees are low pay and other incentives including medical care.

Challenges

- Occupied office by civil
- Insufficient staff
- Low payment for all public workers
- Limited paid staff in regional office ministers
- Lack of civil service institute

Priorities

- Evacuation of offices
- Increase number of staff (5)
- Formation of data centre for regional government staff
- Provision of incentive allowances for civil servants in the region
- Establishment of Civil service institute at regional level

Projects/programs:

Matrix 17: Civil Service Sector Budget and Implementation Matrix

Goal	To create efficient and productive regional civil servant as well as accountable and transparent public sector administration that can guide region to prosperity								
Strategic Objectives	Enhance the efficiency and effectiveness of the CSC through capacity building and development								
	Implement a systematic and sustainable civil service policies and guidelines								
	Implement institutional and human resource capacity building in the public sector at regional level								
Project title (priorities)	Project Objectives	Project outputs	Activities	Sources of Funds	Implementing agency	Yearly budget			Total budget (USD MILLION)
						Y1	Y2	Y3	
Evacuation of office building and rehabilitation	To vacate occupied buildings	Building made available to CSC office	evacuation office squatters and rehabilitation of buildings			0.02	0.02		0.04
Insufficient staff(5)	To enhance office efficiency on performance	5 new staff recruits	Recruitment of staff			3 staff		2 staff	5 staff
Formation of data centre for regional government staff	To improve access of information regarding government	Established database for statistical data and information	Procurement of equipment and training of staff on data entry				0.015		0.015

	employee in the region								
Establishment of Civil service institute at regional level	To improve worker quality and performance	Institute constructed and equipped	Construction of institute, equipment and staffing			0.05	0.05	0.05	0.15

7. ENVIRONMENTAL PILLAR

7.1 Environmental Protection & Rural Development Sector

Situational Analysis:

- The ministry has only two operating offices in Burao and Odweine districts. A total of 26 staff members are recruited for the whole region. Staff grades are: 2 A, 4B, 17 C and 3D. The staff is 19% female amounting to (5) in total. Distribution of staff among the districts is: Burao: 21, Odweine: 2, Buhoodle: 2, Durqusi:1. The rest of the districts have no staff.
- Furnishing and equipment exists at the Burao Office
- Transport : 2 vehicles (1 old) in Burao
- Partnership organizations include: Candlelight, Havayoco, ADO, Laxmar and BVO (LNGOs), International organization: Save the children, PENHA, Action Aid and DRC. UN organizations: UNDP and FAO

Activities required to be carried out in the region includes:

- Training workshops on natural resources management
- Construction of Soil and water conservation bunds
- Awareness raising on environment and wildlife protection
- 2 Pilot projects on grazing reserves in Burao districts (PENHA and Candlelight)
- Establishment of pastoral associations (HAVOYOCO)
- Grass fodder production

- 130 illegal enclosures had their fences burned down (Oodweyne and Qoryaale)
- 40 people who misused life tree cutting prohibitions were arrested and fined

Challenges:

- Inadequate budgetary allocation
- Limited capacity building at institutional and Human resource levels
- Inadequate staffing levels
- Limited community awareness/education on proper natural resources use and management/ pollution handling (solid or liquid wastes)
- Lack of monitoring and evaluation system
- Lack of land use planning (Pastoral VS Crop), expansion of illegal enclosures in the pastoral environs – leading to conflict/insecurity
- Increased villages in pastoral environs
- Scarcity of energy (charcoal burning only)- land degradation
- Lack of enforcement (Policies/regulations)
- Lack of political goodwill in environment sector reforms

Opportunities:

- Land (pastoral, and crop production)
- Wildlife
- Woodland
- National environment policies and regulation mechanisms in place
- Some organizations are supportive of environment program initiatives
- Participation of International Environmental & pastoral development conferences to mobilize resources

Priority needs:

- Establishment of offices in the districts besides Burao and Oodweyne
- Equip offices with facilities (computers, shelves, tables and chairs)
- Recruit sufficient professional and subordinate staff (20)
- Provision of training to staff –upgrade their capacity and skills
- Support of efficient transport (3 vehicles)
- Support existing nurseries (Burao and Oodweyne) and establish others in the districts that have permanent water sources
- Dissemination of environment policies and regulations mechanisms to the rural people
- Support in eradication of illegal enclosures in pastoral areas
- Establishment of grazing reserves (rest rotational, drought)
- Support in monitoring evaluation system- to acknowledge situational trend changes of the environment
- Support in conducting training workshop on awareness and education for environment/wildlife protection and conservation/ waste management
- Support in reducing soil and water induced erosion problems
- Strengthening of existing pastoral associations and establishing one association in each district- to manage rangeland resources
- Establishment of strong district level forestry-police guards (10 people/district)
- Stop/eradicate new settlements in the pastoral environment
- Explore alternative sources of energy- and setup an exit strategy of charcoal burning (at national level) and engage partnership of public and private sector institutions
- Establishment of games reserves (Wildlife)

Projects/programs

Matrix 18: Environmental and Rural Development Sector Budget and Implementation Matrix

Goal	Environmental protection and conservation for securing ecologically sustainable economic development in the region								
Strategic Objectives	To implement policies and regulatory framework for environmental protection and conservation of the region								
	To improve community awareness towards protection and conservation of natural resources								
Project title (priorities)	Project Objectives	Project outputs	Activities	Sources of Funds	Implementing agency	Yearly budget			Total budget (USD MILLION)
						2014	2015	2016	
Establishment of offices in the districts besides Burao and Oodweyne()	To increase office productivity and efficiency	4 office constructed at district levels	Construction and provision of staff and equipment						
Recruit sufficient professional and subordinate staff (20)	To increase office capacity	Recruitment of 20 staff	Recruitment and training			5 staff	10 staff	5 staff	20 staff
Support of efficient transport (3 vehicles)	To enhance office performance and efficacy	3 vehicles purchased	Procurement of 3 vehicles			0.025	0.05		0.075
Support existing nurseries (Burao and Odweyne) and establish others in the districts that have permanent water sources	To increase output of nurseries	Support existing nurseries, Establish nurseries at 4 districts	Support(provide personnel, funds, water and fertilizers) and establish new nurseries			0.02	0.03		0.05
Dissemination of environment policies and regulations mechanisms to the	To awareness raising and seminars	Hold workshops and seminars per tri-	Workshop preparation			0.01		0.01	0.02

rural people		semester							
Support in eradication of illegal enclosures in pastoral areas	To implement ministry policy and regulations on enclosures	Enclosures eradicated	Eradication of No. Of enclosures per district level			0.02	0.02		0.04
Establishment of grazing reserves (rest rotational, drought)	To enforce existing regulation regarding reestablishment of grass/reserves in the region	4 grazing reserves, 3 rest-rotational , drought reserves	Announcement , maintenance and securing reserves			0.05		0.05	0.1
Support in monitoring evaluation system- to acknowledge situational trend changes of the environment	To gain prior knowledge of the onset of droughts and adequate preparation in place	Provision of fodder and water to pastoral communities at appropriate time	Fodder storage, water tanks acquisition(6water tank)			0.01	0.02		0.03
Support in conducting training workshop on awareness and education for environment/wildlife protection and conservation/ waste management	To establish wildlife reserves and train personnel	Two wildlife reserves established	Establishment of reserves, wildlife collection activity, provision of necessary installations like water provisions, shelter and veterinary services			0.01		0.01	0.02

Support in reducing soil and water induced erosion problems	To stop soil erosion and water loss	6 Soil erosion prevention projects put in place	Selection of project locations, provision of necessary funds and implementation of project				0.1	0.1	0.2
Stop/eradicate new settlements in the pastoral environment	To put a halt to the expansion of villagisation process	Village information prohibited	Put man power and police implementation process in action			0.02		0.03	0.03
Strengthening existed pastoral associations and establish one association in each district by holding 3 workshops to manage rangeland resources	To improve services to the rural community	Rejuvenate existing pastoral associations	Hold workshops for pastoral associations (3workshops)				0.1	0.1	0.2
Establishment of strong district level forestry-police guards (20 people/district)	To prevent illegal forest destruction	20 forest guards employed	Selection of location to deploy forest guards, an employment of the forest guards			5 staff	10 staff	5 staff	20 staff(forestry police)

Appendix1: Financing required by sector				
Sector	2014	2015	2016	Total
Economy (US\$220.60)				
Planning				
Agriculture				
Livestock				
Mining				
Water				
Infrastructure (US\$399.31)				
Transport & Housing				
Civil Aviation				
Governance (US\$83.60)				
Justice				
Security				
Civil Service				
Social (US\$212.75)				
Health				
Primary & Secondary Education				
Tertiary education				
Labor & employment				
Youth, Sports and Culture				
Religious affairs				
Environment (US\$11.01)				
Environment				
Total				