



SOMALI REGIONAL STATE

**GROWTH AND TRANSFORMATION PLAN II (GTP II)
(2015/16-2019/20)**

(VOLUME I: MAIN TEXT)

**Bureau of Finance and Economic Development
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List of Acronyms

ADPLAC	Agricultural development partners Advisory Councils
AHAs	Animal Health Assistants
AHTs	Animal Health Technicians
AHPs	Animal Health Post
BoFED	Bureau of Finance and Economic Development
BSC	Business score card
BPR	Business Process Re-engineered
COC	Certificate of Competence
CPD	Contingency Plan Development
CRI	Cash Relief Implementation
DA	Development Agents
DRCs	Drought Resilient Communities
DPPB	Disaster Prevention and Preparedness Bureau
DRM-TWG	Disaster Risk Management Technical Working Group
EFY	Ethiopia Fiscal Year
E.C	Ethiopian Calendar
ERPD	Emergency Response Plan Development
ESIC	Ethiopian Standard Industrial Classification
ESTV	Ethiopian Somali Television
ESRS	Ethiopian Somali regional state
ETB	Ethiopian Birr
ETV	Ethiopian Television
EBC	Ethiopian Broadcast Corporate
EWBP	Early Warning Bulletin Production

ESTDP	Ethiopian Sustainable Tourism Development Program
GER	Gross Enrollment Rate
GTP	Growth and Transformation Plan
GEQIP	General Education Quality Improvement Package
GDP	Gross Domestic Product
IMT	Incident Management Teams
ICT	Information Communication Technology
KM	Kilo Meter
LCB	Logistical Capacity Building
MSE	Micro Small Scale Enterprise
MOT	Mechanical Operational Technology
MT	Metric ton
NER	Net Enrolment Rate
NGO	Non-Government Organization
P/FTCs	Pastoral/ Farmers training centers
PLHIV	People Living with HIV
PHEWs	Pastoral Health Extension Workers
PSNP	Productive Safety Net Program
RGDP	Real Gross Domestic Product
RPP	Risk Profiles Production
RFT	Relief Food Targeting
REDD+	Reducing Emissions from Deforestation and Forest Degradation
SDGs	Sustainable Development Goals
SPM	Strategic Plan and Management
SRSE	Somali regional state of Ethiopia

SNA	Seasonal Needs Assessment
TDP	Teacher Development Program
TIN	Tax Identification Number
ToT	Training Of Trainees
TVET	Technical and Vocational Education and Training
UN	United Nation
VAT	Value Added Tax
USD	United State Dollar
WUAs	Water users' associations

Foreword

It was like Renaissance for Ethiopian Somali region to live in and implement the first growth and transformation plan which produced unthinkable progress for the region and helps as engine to continue the journey of Renaissance of the Ethiopia. To this end, Somali regional state of Ethiopia produced its second Growth and transformation plan (GTP II), covering 2008-2012 (EFY), in collaboration with government sector Bureaus, NGOs, UN-agencies, the private sector and community participation, under the guidance and coordination of the Bureau of Finance and Economic Development (BoFED) of Somali regional state of Ethiopia.

This will help draw a road map for all efforts of ensuring equitable development, building democracy and developmental good governance within the Region. The document will serve as the guide and reference for all development endeavors by all stakeholders in the region during the next five years (2008-2012 EFY).

The center point of this plan is ensuring rapid, sustainable, broad based and inclusive economic growth, which accelerates economic structure transformation through enhancing productivity of agriculture, livestock and manufacturing, improving quality of production and stimulating competition in the economy.

To achieve the objectives of GTP II, the Regional government at all levels should exert the maximum endeavor. It is very crucial to effectively coordinate the efforts of all actors including government, NGOs, UN agencies, investors and the community at large.

This plan is the result of a fourteen months exertion by the region. Contributions from all concerned bodies within and without the government system were made during the preparation period. The work also would not have been possible without the collaboration and active participation of the various sector bureaus, government institutions, development partners and community at large in the Region.

Lastly but not the least, the effort and commitment shown by BoFED leadership, director and technical team of planning, budgeting and M&E directorate within BOFED who has coordinated and guided the drafting, compilation and finalization of this document was exemplary and therefore deserves praise.

Mubashir Dibad Rage

Bureau of Finance and Economic Development Head

1. Introduction

During the past five years, Somali regional state of Ethiopia has made great strides towards strengthening security, justice, reducing poverty and unemployment and acceleration of equitable economic growth.

The region has attained regional first Growth and transformation plan (GTP I) targets through implementation of pro-poor targeted projects and expansion of quality basic services, building infrastructure, institutional capacity and human resource development and promoting democracy and good governance.

These efforts helped to put the Region that lagged behind almost in every social and economic development indicators just five years ago at the forefront of emerging regional states now, it is really unimaginable task by anyone's standard. However, this was possible with the emergence of committed leadership, who has introduced unprecedented changes and played ground-breaking roles in this respect.

Over the course of the second GTP II plan preparation, a number of steps were followed, in December, 2014, Orientation workshop on key knowledge and concept about GTP II plan preparation was given to higher officials including bureau heads and core process owners of regional Sector bureaus, then, technical teams has been established within ESRS BOFED and three members of technical teams within sector bureaus. GTP II preparation schedule has been prepared and submitted to RSBs and assignment was given to sector bureaus to prepare next GTP II plan.

The last Five years of GTP I have been reviewed, the whole purpose of the review was to comprehensively evaluate progress against set targets during implementation period of the last GTP I plan, with a view of making informed and transparent decisions about the process, generating vital input and lessons learnt that constructively feed into the development process of the GTP II plan and capitalizing and rewarding on strengths. The review has been taken as a basis and starting point to set targets for GTP II preparation. Then, Strategic pillars, goals and targets were developed based on national policies and strategies shown on National GTP II and sustainable development goals.

Regional sector bureaus has been prepared their sector GTP II plan in coordination and support given by regional BOFED's technical teams and continues consultation and alignment with federal Sector ministries' GTP II document were done. Then, a preliminary document of regional GTP II was produced. Further refinement on the draft regional GTP II document and checking its internal consistency and aligning with national GTP II and SDG are done. Thus, the regional Second Growth and Transformation Plan (GTPII) has also taken into account regional economic situations

with direct or indirect bearings on the Ethiopian economy as a vehicle towards the realization of Ethiopia's vision of becoming lower middle income country by 2025.

This document contains two parts. The first part discusses the overview of the implementation of GTP I performance of the region. The second part provides basis, departures and objectives of regional GTP II, pillar strategies, macroeconomic plan and the basic strategic directions, goals and major targets of each sector. In addition, opportunities, challenges and implementation risks and measures to address these risks and monitoring and evaluation system of regional GTP II were kept.

PART I
OVERVIEW OF PERFORMANCES UNDER GTP
I (2010/11-2014/15 EFY)

1 MACROECONOMIC PERFORMANCE OF GTP I

1.1 Economic Growth

The main macroeconomic policy objectives of the GTP I was achieving a rapid, sustainable and broad-based economic growth through creating conducive macroeconomic environment.

During the past five years of GTP I implementation period (2010/11-2014/15), real GDP growth rate averaged 10 percent, slightly lower than the national target set for the period. Agriculture, industry and services have registered an annual average growth rate of 8 percent, 6.3 percent and 16.3 percent respectively.

Table 1.1 GDP growth rate by major economic sectors (%)

Sector	Base year based on National GDP (2002 EFY) in %	Actual on Average (2003-2007 EFY) in % at regional level
Agriculture	7.6	8
Industry	10.8	6.3
Service	13.2	16.3
Total GDP	10.5	10

During the past five years of GTP implementation, the share of agriculture, industry and service in GDP averaged at 70 percent, 4.8 percent and 25.2 percent respectively. The economic growth registered so far has been broad-based and pro-poor. Growth has continued to generate employment, improving income and reducing poverty. Despite progress made, employment generation and poverty eradication still remain as number one development agenda. Somali region of Ethiopia, therefore, remains committed to sustaining inclusive and pro-poor development strategy over the coming years to further address the poverty and employment generation challenges through Economic structure transformation.

Table 1.2 Trends in the structure of GDP by major sectors

Sector	Base year based on National level(2002 EFY)	Actual on Average (2003-2007 EFY) in % at regional level
Agriculture	42	70
Industry	13	4.8
Service	45	25.2
Total GDP	100	100

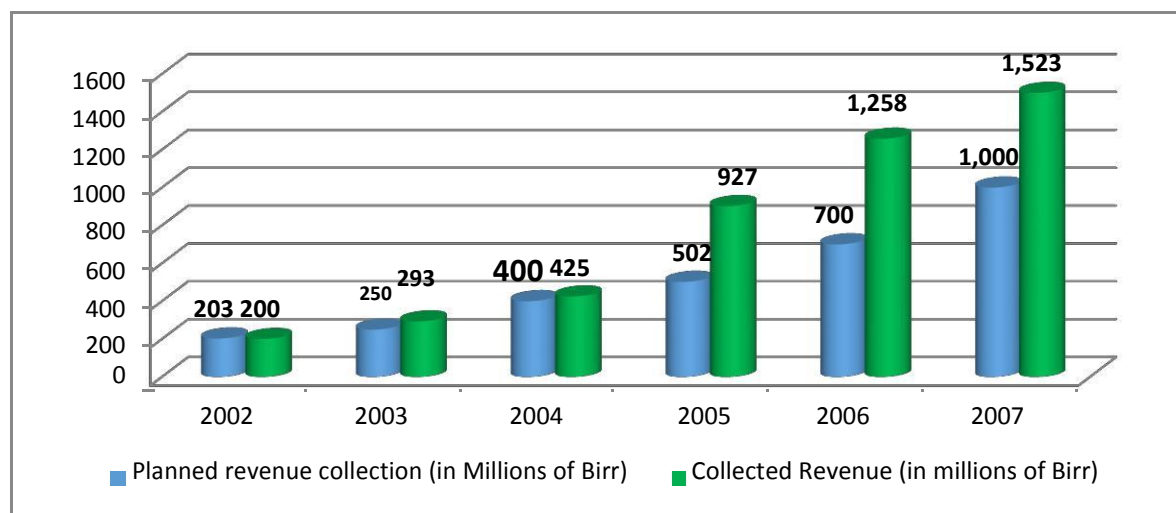
The per capita income was found by dividing the overall RGDP to the total population number. Thus, the nominal per capita income has grown from 300.50 USD in 2003 EFY to 528 USD) in 2007 EFY.

1.2 Fiscal policy and Public Finance performance

1.2.1 Fiscal policy

The fiscal policy of the regional government has been aimed at generating maximum revenue potential in the region to cover the required expenditure to support region's fast, sustainable, broad based and equitable development. Accordingly, revenue collection of the region has made tremendous increment over the period (2003 to 2007EFY). The regional revenue which was only Birr 203 Million in 2002EFY has reached to Birr 1.5 Billion in 2007 EFY, which shows an increase by more than 650%. Tax revenue increased at an annual average rate of 48.3 percent during the past five years, which is above the national level of 33 percent in annual average tax revenue increase of the same years. The region will pursue further enhancement of tax collection through improving tax administration systems, tax administration capacity, enforcement of tax laws, broadening the tax base and automation of tax administration information system.

Fig 1 Annual Revenue Targets and Actual Outturns (in Million)



The primary factors for the remarkable improvement in the Regional domestic revenue are change in organizational structure to authority level, higher leadership commitment at all levels, higher staffing and human resource capacity development both by building the technical tax administration skills, and strengthening the integrity, motivation and commitment of tax officers and managers. Thus, in this regard significant investment has been undertaken in the development of the human resources of the tax authorities by providing higher salary scale at all levels (Region, woredas, city administrations and

centers). Furthermore, the following Tax administration reforms have been improving over the past five years;

Tax Information System: during the reporting period, Modern tax information system has been developed and implemented to improve efficiency, supply and usage of tax administration information system by using computerized data base. The system provided reliable and fast flow of information within and outside the authority, fast service delivery, controls tax evasion, create a dependable data base, and help for efficient and effective tax collection. To achieve these, the authority had developed and implemented two database softwares, SIGTAS & SIRM data bases.

Tax Identification Number (TIN): Under the current taxpayers' registration system, all taxpayers are expected to have Tax Identification Number (TIN). 10 TIN Registration Centers have been established and automated TIN system has been developed, deployed and supported by biometric finger print system at a Regional level. A total of 47,704 finger print information has been collected which is 159% of the planned 30,000 finger print information by 2007 EFY.

Cash register system: In the reporting period, additional 330 tax payers have introduced and used cash register machines in their business operations. This raises the total number of tax payers using cash registers to 504 who have now installed a total of cash register machines. To improve the effectiveness of the introduction of the cash register system, trainings and supports have been provided to various stakeholders.

With regards to implementation of VAT tax Registration and Collection in the Region, 988 private businesses are registered for value added tax and currently collecting taxes on behalf of Somali regional state revenue authority.

Enhance taxpayers' awareness on tax and improve public relation: The main objective here is to enhance awareness of taxpayers and thereby encourage voluntary compliance, improve taxpayers training and relations system, increase taxpayers' registration and improve taxpayers' participation and partnership. To achieve this objective, awareness creation and education on tax has been undertaken via electronic and print media as well as via workshops.

Finally, law enforcement is also an important element of the tax administration reform pursued. The Somali regional government has taken visible measures during the GTP I period to enforce the laws across all tax payers and thereby ensure compliance, fairness and rule of law. For instance, number of tax payers whose tax intelligence report were prepared due to their violation against tax regulations have reached 713 and 580 of them, which is 81.3%, are taken before the law and legal measurement have been

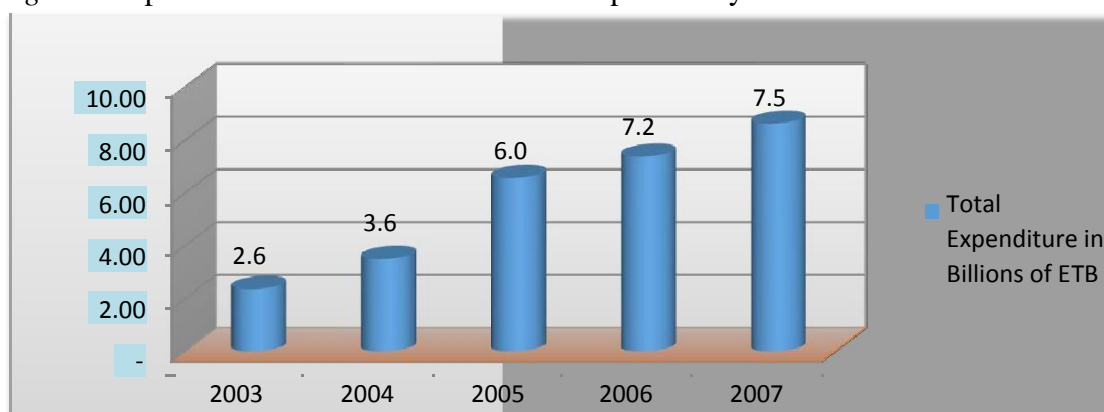
taken. A number of prosecutions and enforcement of the tax laws have been undertaken both at regional and Woreda levels.

Government Expenditure

From Government expenditure management side, more attention has been given by policy makers to proper administration of Budget allocation. However it is recognized that with the continuously growing size of the government budget, enhancing the efficiency and effectiveness as well as transparency and accountability of the public finance has far reaching implications on development and governance outcomes. Therefore, ensuring efficient and effective public finance utilization and eradicating corruption and reducing wastage of resources, prioritizing budget allocation towards development and proper management of public financial resources remain of highest priority and hence call for high level attention from policy makers. To this end, strengthening of public finance management, procurement and property administration and monitoring systems has been given utmost priority.

Over the last five years, (2003-2007EFY), the Somali Region Government expenditure has shown tremendous increment. In 2003 EFY, the total regional expenditure was Birr 2.6 Billion, which has increased to Birr 7.5 Billion in 2007 EFY showing 200% increment, in nominal terms, over the period. The largest share of the expenditure was on capital projects (on average 61% during the period) while the expenditure on basic sectors (Pro-poor sectors) was the largest, on average 60% of the total expenditure. The total expenditure on the basic service sectors, which was Birr 1.3 billion in 2003 EFY increased to Birr 4.6Billion in 2007EFY, an increase by more than 250%

Fig 2 Expenditure in Billions of ETB for the past five years



As can be seen from the below table, the regional public expenditure focuses on investing poverty targeting or basic social services. It also emphasizes efficiency and effective utilization of available resources. The major assumptions that have been

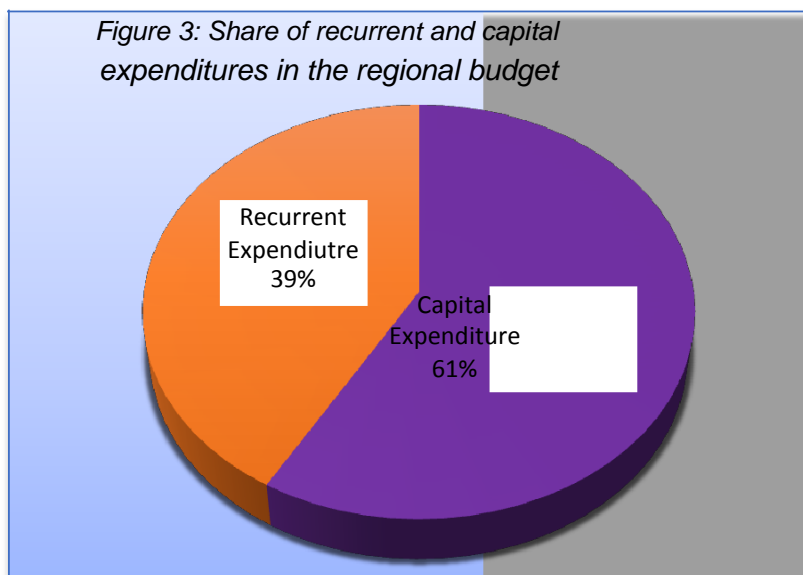
considered in allocating recurrent budget over the past years are the basis of the needs in terms of existing commitment on operationalizing services, which focuses on preceding years' budget performance outturn and estimation about expenditure needs of the following year service expansion.

Table 1.3 Total expenditure on pro-poor services from total spending of the region (2002-2007 EFY)

Description	2002 EFY	2003 EFY	2004 EFY	2005 EFY	2006 EFY	2007 EFY
Total Spending In Million ETB	1,909.88	2,628.11	3,627.57	6,028.09	7,240.29	7,483.84
Total Spending on poverty targeted sectors (in Million ETB)	1,012.23	1,445.47	2,144.74	3,512.25	4,370.87	5,089.78
Agriculture	203.26	225.39	667.87	868.25	980.9	1,000.52
Water	125.4	296.97	499.05	1,189.40	1,407.55	1,476.77
Rural Roads	68.09	103.35	151.89	554.57	697.9	915.1
Education	330.69	495.41	496.19	570.04	792.78	1,003.70
Health	284.79	324.35	329.74	329.99	491.74	693.69
Average % share on Pro-poor sectors	60%					

The allocation of Capital budget emphasized mainly on giving priority to water sector and rural roads, Moreover; the capital expenditure focuses on pro poor sectors of water, rural roads, education, health, agriculture and Irrigation as shown in the following figure.

Figure four on the right helps us understand how the total expenditure of the Region for the 2003-2007 periods was divided between recurrent and capital expenditure types. As the pie-chart indicates, 61 percent of



such expenditure went into Capital investments on development activities while the remaining 39 percent was spent as salaries, allowances and related costs.

Despite the significant increase in spending on basic service sectors, with the largest share going to capital investment, the infrastructure gap is still wide given the relatively low base, the large geographical area, and the scattered population settlements in the region. Hence, mobilizing and allocating additional resources to narrow the gap for most of the basic service delivery will be the focus areas in GTPII implementation period.

External Resource mobilization

External resource has been coordinated to ensure equitable socioeconomic development and strengthening co-operation for development projects in the Region. As of reporting period, 130 NGOs (of which 40 are international) were implementing more than 153 projects in the region with a total project budget of ETB 2.0 billion.

Inter-Governmental Fiscal Transfers

The regional financial resource should be allocated among the regional bureaus, woredas and towns based on their expenditure obligation and affordable needs, conditioned to bring about measurable outcomes. Since finance is a meager economic resource, it ought to be used efficiently and effectively. Hence, a need-based/unit-cost-based block grant formula was introduced by the region in EFY 2003 for the horizontal allocation of the subsidies to the woredas and city administrations.

The very ideas of the need based, outcome conditional and general-purpose grant are to address on the minimum the basic needs in terms of existing commitment and sustainable service expansion for the steady growth of service needs, to give discretion for woredas in their financial management in order to foster their creative engagement and to bring about measurable results.

As it is mentioned above, the fundamental principles that mould the formula are efficiency, equity, adequacy and comprehensiveness, transparency and comprehensibility, non-manipulability, stability and predictability.

Resource has been distributed among woredas and city administrations using the aforementioned grant formula in GTP I period to address the minimum basic needs in terms of existing commitment and sustainable service expansion and also to determine the 'right' level of resource allocation.

Performance of Public Financial Management System

Trainings and supports on budget preparation & management have been given to the staff of all budgetary institutions at all levels. Annual budget documents (annual budget and budget supporting documents) has been prepared and informed to executives, legislature assisting in budget decision-making and ensure transparency and accountability at all levels. Approved budget is notified to all budgetary institutions timely.

In order to improve the Public Financial Management system in the Ethiopian Somali Region, Channel One has been established as Expenditure Management Control Programs Coordination Unit in BOFED, with full time responsibility for the coordination of programs. Public Accounts Committee has been established at regional council and is currently functional to ensure accountability and review audit reports submitted by the Regional Office of Auditor General. Budget and Finance Standing Committee was where a manual to carry out review on draft recommended budget submitted by BOFED to the Regional Cabinet and then Regional Council for approval. The Federal Government has a legal framework as requirements within which the PFM system has to operate effectively. Therefore, the required financial laws, regulations, operational procedures and documents have been prepared contextualized and customized are effectively exercised in the Region accordingly. Annual Budget Proclamations including Supplementary budget proclamations were printed and circulated on time. New budget preparation guideline is available and exercised at all levels. The financial calendar is adhered. Financial Administration Proclamation is in place while accompanying regulation and 13 directives are available and institutionalized at all levels.

Public Procurement and Property Administration Proclamation and its accompanying directives and manuals have been updated and customized. Fixed Asset and Stock Management Manuals have been legalized and practiced at all levels. The single treasury and financial pooling system has been implemented at woreda and City Administrations. On the other hand, internal audit manual has been customized.

The previous practice of cash transfers has been changed to zero balance and single treasury account method, based on cash flow and drawing limit at regional level. The zero-balance method facilitates integration of government accounts by sweeping of overnight balances into single BoFED account at the Commercial Bank.

Central Treasury Account and the Z accounts constitute the Treasury Single Account (TSA) and its balances are calculated on a daily basis. Many inactive and unnecessary bank accounts are identified and closed

IBEX disbursement module is introduced in BoFED and disbursement handling steps is minimized and streamlined by the implementation of BPR. Currently, salary payment of Government employees is carried out through Banks.

The Accounting system has been changed from the single entry to the modified cash basis double entry system. A new chart of account has been implemented for the accounting system. Accounts reform manual and training modules are available for regional and Woreda levels. Training has been given for regional and sub-regional levels on the new system. Accounts backlogs have been cleared and BoFED is able to produce a timely and accurate accounts reports. Use of computerized IT in PFM system has been used at all levels in the Region. IBEX training center is functional within BOFED to support the implementation of IBEX and provide trainings concerning IBEX 1.3.to all levels and IBEX roll-out has been finalized at all levels.

The procurement and property administration system has been improved where mass trainings have been given. Proper documentation and record keeping of procurement documents have been maintained. Concerning expenditure control mechanism, the internal audit system has been strengthened where the post-auditing system is applied to strengthen control on resources use and save guard assets. External audit coverage has increased in recent years to 60 percent of public bodies and Woreda Audit committees have been established.

Ethiopian Somali BoFED has made more efforts to ensure citizens awareness and understanding on resource allocation as part of transparency and accountability where detailed budget information is posted at woreda and facility levels. Also budget literacy trainings were undertaken where more citizens from woredas and community levels have got awareness and understanding on PFM issues. A monthly Newsletter has been continued in issuing regional resources and FTA related information. Posters, Pamphlets, calendars and agendas on public resource awareness were printed and distributed at all levels. Banners were printed and erected at market centers.

2. ECONOMIC SECTORS PERFORMANCE

2.2. Agriculture and Rural Development

2.2.1. Livestock Production and productivity

Livestock is a major source of growth, poverty reduction and livelihood base for the population of Ethiopian Somali Region. The value added of the livestock subsector has been increased at an annual average rate of 6 percent during the five years of the GTP I implementation period. The Region is estimated to have 35 million heads of livestock

comprising of cattle (20%), sheep (33%), goat (36%), camel (10%) and equines (1%). Improving livestock productivity and production is crucial to accelerate growth, ensure food security and expand agricultural export. The government has accordingly paid due attention to improving the productivity of the sector.

According to the Regional GTP I, targets by the end of 2007 EFY in improving the genetic base of local breeds of livestock by the end of the plan period are set to establish 10 artificial insemination centers in addition to the existing one artificial insemination center (2002 EFY base line) to improve local cattle productivity. The achievement indicates that there are six new artificial insemination centers established.

In the last five years plan periods, it has been possible to increase vaccination and treatment coverage achievement of the region from 56 % to 67 % and 35 % to 20%, respectively. Animal Health Technicians (AHTs) and Animal Health Assistants (AHAs) from **745 to 1,490** persons in the region, while the achievement indicates 1,165 animal health professionals have been deployed in the different woredas of the region. Over the last five years, **310** animal health posts have been built to improve the quality and productivity of livestock in the pastoral areas of Somali Region and the plan was to increase the number of animal health posts in the region from 330 AHPs (2002 EFY) to 745 AHPs in 2007 EFY.

2.2.2. Crop Production and productivity

The region increased the cultivated land from baseline 328,500 ha in 2002 EFY to 650,500 ha by the end of 2007 EFY and increased crop production from 3,120,350 in 2002/2003 EFY to 20,182,500 Quintals by the end of GTP I period in 2007 EFY.

2.2.3. Agricultural Extension Service

The extension service mainly focuses on agricultural technology utilization and natural resource conservation and management. It was planned to increase extension workers/ Development agents (DAs) of the region from 1,678 DAS (2002 EFY) to 2651 DAS (2007 EFY) that have been deployed in the different woredas of the region. Over the last five years, 126 Pastoral/ Farmers training centers (P/FTCs) have been built to enhance farmers training on agricultural skill development in the pastoral areas and Agro pastoral areas of Somali Region and the plan was to increase the number Pastoral/ Farmers training centers in the region from 60 P/FTCs (2002 EFY) to 713 P/FTCs in 2007 EFY, while the achievement indicates the P/FTCs in the region has reached **126 P/FTCs**. This indicates the achievement of P/FTCS constructed over the last five years plan period is lagging behind the target by 82%. It is believed that the extension service has its own contribution for the gradual improvement of smallholders' productivity. In 2007 EFY ,the number of extension beneficiaries has reached to **450,000 HHS** which is **44%** higher than the target set by the end of five

years regional SPM plan period. In other words, from the total number of agricultural extension beneficiaries 60% are Male headed households, 30% are female headed households, while 10 % are youth. Further expansion of the agricultural extension service particularly in the pastoralist area and enhancing farmers training on agricultural skill development and technological adoption to supplement the ongoing extension service is very essential. Moreover, it is desirable to take measures which will improve the effectiveness of the agricultural extension service delivery system.

2.2.4. Agricultural Marketing

The livestock market centers coverage has been increased from 25% in 2002 EFY to 85%, this achievement is higher than by 15% then the target set at the end of planned period. Moreover, the number of functioning livestock marketing centers has been increased from 10 centers in 2002 EFY to 34 centers at the end of 2007 FY plan period, this achievement is slightly lower than the target set for the SPM period which is 40 centers, in addition, the construction of the modern and standard quarantine centers was started in Jigjiga woreda, which has the objective of improving and strengthening the livestock export system of the Region. With regard to Agricultural Co-operatives, 1,300 new cooperatives have been established accessed to credit services, in addition 25 new cooperatives have been merged into unions to strengthen their technical, financial and logistical capacity.

2.3. Natural Resource Conservation and Development

The Rural Land use proclamation has been approved, **4.5 million** multipurpose trees seedlings were distributed for the last five years, **118,231** ha of degraded land has been rehabilitated through different soil and water conservation structures and **1,657 ha** of gullies were controlled through **SS dam, Check dam** and stone gabion construction.

2.4. Early Warning and Disaster Management

As confirmed by data provided in the following graphical presentation, performance under the agricultural sector was most progressive in the area of early warning, disaster management and response which directly falls under the mandate of the disaster prevention and preparedness Bureau (DPPB). Five years ago, the DPPB has embarked on an implementation journey focusing on 13 core activities that lay its institutional mandate. These were contingency plan development (CPD), emergency response plan development (ERPD), Logistical capacity building (LCB), running the disaster risk management technical working group (DRM-TWG), warehouse construction (WC), seasonal needs assessment (SNA), relief food targeting (RFT), capacitating incident management teams (IMTs), development of drought resilient communities (DRCs),

Early warning bulletin production (EWBP), risk profiles production (RPP) and cash relief implementation (CRI).

2.5. Food Security

Beneficiaries of the Productive Safety Net Program (PSNP) have been increased from 373,715 in 2002 EFY to 729,390 families in 32 Woredas. The achievement shows 99% of the planned target in the Regional Five-Year Plan. It is reported that number of PSNP beneficiaries have been graduated being able to meet their food requirement and accumulated some productive assets. In many PSNP areas, livestock herd increment and recovery have been observed. Reports from some woredas indicate that the PSNP transfer ensured a large proportion of PSNP households not to sell their productive assets.

Various public work activities have been successfully completed. For instance, 90% of planned public work activities have been accomplished. 80% of natural resource management public work projects have appropriate management and maintenance mechanisms. 90% of the sub-projects are found to be sustainable in terms of environmental, social and technical criteria while management mechanisms have been introduced and applied for 80% of the subprojects.

In order to improve the food management system, more than 150 Grain stores, including mini –stores, have been constructed through the PSNP PW component at woreda and Kebele levels. In addition, the Region has established five Regional mobile support teams to provide technical support and monitor the food management system at Woreda and Kebele level. Inventory of store facilities, especially, monitoring of commodity distribution & documentation was performed in all PSNP target Woredas. The existing food management documents have been distributed to the Woredas and it is providing on job trainings to PSNP TAs and DAs on maintaining records of food commodities.

Irrigation and Basin Development

More than **177,264** families have been settled in 188 kebeles/sites within the 24 sedentarization target Woredas of four Zones (Shebelle, Liban, Afdheer and Siti). In 2002 EFY, there were only 2,110 families who were resettled in 2 kebeles. The following are different Facilities available and inputs distributed to sedentarized areas over the past years.

- There are 738 different water supply units available to service for communities in the settlement areas such as Birkas, Bore holes, Shallow wells and Havier dams. A total of

411,327 beneficiaries provided with access to potable water supply project through construction of above water points in four zones of Shebelle, Afdher, Liban and Siti.

- ✓ The number of health facilities available for service in the settlement areas is **202Health posts**, with a total of **355** health professionals assigned to work in the facilities.
- ✓ The number of Animal Health Posts and P/FTC available for service in settlement areas are 137 and 58 respectively.
- ✓ A total of **20,238** HHs are enabled to graduate from **16** health extension packages in the settled areas.
- ✓ A total of **419** formal and ABE schools are active with the student enrollment of **222,206** students and **1928** teachers assigned to serve within these schools.
- ✓ A total of **89025** different farm implements and tools were distributed to target beneficiaries. Among items distributed were includes shovels, hoes, sickles, farming forks and pesticides.
- ✓ A Total of **7692** Water pumps were distributed.
- ✓ A Total of **3698 Qt** of Improved seeds were distributed.
- ✓ 12 senior technicians have been assigned and deployed to the sedentrization target woredas in order to repaired existing water pumps distributed in 2003 (4 technician for each zone). A total of 488 motors have been checked where 306 are functioning well and 180 repaired.
- ✓ Spareparts of those water pumps and accessories were also distributed to the communities.

2.6. Trade, Investment, Urban Development and Construction

2.6.1. Trade Development

During the past five years as a part of the implementation of the 5-year development plan. Major ones include the construction of Bus-stations in the four city administrations of the Region, the establishment of 29 trade associations for the import and export of goods.

In the last five years, the Bureau of trade and transport established water distribution associations throughout the Region, issued 32,091 trade licenses, registered 10,775 new vehicles, undertook 11,268 inspections and adapted the application of the new trade registration system based on Ethiopian Standard Industrial Classification (ESIC). In the same spirit, the trade and transport Bureau issued 4,092 new driving skill verifications, installed traffic lights in selected areas of the town and installed mechanical operational technology (MOT) in Jigjiga city.

2.6.2. Investment and Industrial Development

Creating favorable conditions for industry to play key role in the economy is one of the pillars of GTP. Accordingly, the primary focus has been the mobilization of the Diaspora to strengthen and increase their participation in peace, stability, Investment development in the Region. In the last five years, the number of investment projects undertaken reached 820 initiatives of both large and medium scale. Such actual investment project number stood more than double of estimated plan of 400. Therefore, the amount of capital they invested reached ETB 10.4 billion. Ethiopian Somali Diaspora alone invested 181 different projects with a capital of birr 6.7 billion and created employment opportunities to 16,129 citizens. The regional government provided incentives according to the national and regional policy and regulations including land.

Furthermore, promoting the development of micro and small scale enterprises was priority area during last five years. In order to build the entrepreneurship and technical capacity of the enterprises, business and vocational training and counseling have been provided to promoters of micro and small enterprises. To solve problems related to capital and equipment of the enterprises, credit services and production and marketing facilities have been provided. During the last five years, 27,326 Job opportunities were created for unemployed youth and women in main towns of the Region while 1,665 new micro and small enterprises was organized. With regard to capacitating the small enterprises, 18,250 operators and 72 extension agents became beneficiaries from different technical and business management trainings, including bookkeeping, business plan preparation, Auditing and entrepreneurship (e.g. Business Development services). A loan amounting to Birr 99,475,611.48 has been provided by the regional Microfinance Institute. Besides this, a market linkage was created for the enterprises, helping the MSEs to gain 25,650,000Birr. Approximately 250,000 Meters of land have been prepared and provided to MSEs during the last five year period.

2.6.3. Urban Development and Construction

During the last five years, 4 City Administrations were established and 28.8 km cobblestone roads, 29.3km drainage networks, 28.3 km asphalt road, 366 km gravel road, 587 km earth road, 4 bus terminals, 6 km solar street light, 42.3 km street lights, 5 solid waste landfills (temporary sites), 9 shades and 5 market centers were established. Much of Urban Infrastructure development projects in city administrations had been undertaken through the funds contributed from various sources.

In Urban planning, sanitation and beautification, 36 basic plans had been prepared out of which 22 were fully implemented, indicating a target achievement rate of 80%. This great performance in urban plan preparation and implementation has benefited from a

range of factors. These include improved commitment and collaboration among stakeholders at regional, Woreda and community levels. The Bureau has undertaken 4 local development plans in Jigjiga city administration which accounts 40% of the planned target. Further more city beautification, solid and liquid waste management systems had been established in the four city administrations.

In land development and management, the newly prepared lease proclamation was approved and awareness creation to the public was launched through different media channels. Moreover, more than 645 hectares of land had been prepared for housing construction and production area during the last five years.

2.7. Communication, Culture and Tourism

The last five year plan of the region has outlined the importance of media, culture and tourism service delivery in the Region. In line with this, the bureau of Government communication affairs, culture and tourism has made remarkable achievements during the last five years. With regard to delivering accurate and timely information to the citizen of SRSE, the Regional TV (ESTV) and Jigjiga FM has been established and fully operationalized with extended coverage area of ESTV through joining international satellite channels. For the same purpose, one community radio has been established in Kebridahar town. Moreover, different programs have been produced and broadcasted through the different media outlets. Such programs included TV/Radio news desks, interviews, cultural episodes, documentary films, reviews of historical accounts and others. Along with these, long and short-term trainings have been given to 120 professional media experts/ journalists and technicians.

During the last five years, the Bureau has undertaken an in-depth media coverage and documentation of the various high level visits to North America, Australia, Sweden, Denmark, Holland, UK, Saudi Arabia, Qatar, UAE, Kenya, Djibouti, South Africa and other countries. Through ESTV, Universal TV, Somali SAT and ETV, 240 programs covering various subjects including Good Governance, Stability and the contribution of the Diaspora to development activities in the Region, were disseminated with the aim of building of image of the Regional State. In addition to this, 161,000 copies of Dhambal journal, 224,000 pamphlets, 100 calendars, 25 documentary films, 2000 brochures and 240 slogans on regional development issues and activities have been, produced, published distributed all over the Region.

With regard to cultural promotion, temporary museum has been opened at the regional level, initially starting with 68 Somali heritage items for preservation. Maintenances and repairing of historical buildings of Haile-sellase palace and Sayid Mohammed Abdille Hassen is underway. In order to promote Somali language and literature,

Somali speaking PEN of Ethiopia and Somali Cross-Border Language Commission based in Jigjiga has been established. Cultural production industry teams consisting of Somali Artists were mobilized to participate national artists' gathering and activities held in various locations including Addis-Ababa, Awasa, Bahardar, Mekelle, Jigjiga and others in the country.

In line with tourism sector development policies, tourism service-rendering organizations like the travel and tour operators were legalized and standards were set for strengthening the quality of hotels, restaurants and other institutions important for tourism. In collaboration with Jigjiga University, the Bureau has trained 115 staff members for Heritage, museum and tourism industry data Management. Short and long term ToT trainings have been given to 19 experts to lead the implementation of the Ethiopian sustainable tourism development program (ESTDP). Similarly, 26 staff members were employed for the Babile elephant sanctuary. Tourism transformation council has been established in the Region. In addition to this, 60 km road has been made constructed through community participation at Geralle national par

3. PERFORMANCE OF INFRASTRUCTURE DEVELOPMENT

3.2. Water resource Development

The core targets identified for water sector development in the last five year plan were three folds, that is to increase (i) safe water urban coverage to 100%, (ii) safe water rural coverage to 80% and (iii) Regional water coverage to 85%. Within the reporting period of 2002-2007 (EFY), safe water coverage has been increased from 47% to 85% for the urban, from 38% to 72% for the rural and from 39.2% to 70% for the two combined (Regional). Percentage of mal-functioning rate of Rural and urban water schemes decreased from 40% in 2002 EFY to 10% in 2007 EFY

The expansion of the water schemes and access to water has been improved for the last five years in terms of number, access, and functionality of such schemes. In terms of water schemes, the number of motorized boreholes in rural has been increased from 3 in 2002 EFY to 30 boreholes in 2007 EFY; river intakes from 1 to 15 schemes, Multi Village Mega projects from 4 to 10 and Huffier dams from 6 to 46, which can hold **1,280,000m³** of water each..

During the report period, water supply schemes have been upgraded and expended from 16 in 2002 to 102. 143 on-spot construction projects have been also completed and started to be functional. In additions, 765 water supply schemes (in different scales Boreholes, Haffirdams, town Water supply, Birkas, Ponds and HDWs) has been maintained and rehabilitated.

Also in the last five years major improvement has been done in urban water supply. It's to be noted that 33 urban water supply has been constructed, 26 expansion and upgrading and 6 urban river intakes.

3.3. Road Development Performances

The total road network of Ethiopian Somali Regional State is about 8,535 km. The length federal road has expanded from 2304 km in 2002 EFY to 2,552 km, in 20p7 EFY. The length regional road has increased from 2,137 kilometers in 2002 EFY to 5,983 kilometers in 2007 EFY. The length of community roads has increased from 1,351 kilometers in 2002 EFY to 12,689 kilometers in 2007 EFY. The road density measured by kilometers per 1,000 square kilometers of area has increased from 21.25 in 2002 EFY to 39.65 in 2007 EFY, similarly, the road density measured by kilometers per 1,000 population increased from 0.95 in 2002 EFY to 1.56 in 2007 EFY and average distance to nearest all season roads has declined from 25 km in 2002 EFY to 12.6 km in 2007EFY. The proportion of area further than 5 km from an

all season road has declined from 80.86% in 2002 EFY to 67.26% in 2007 EFY, the proportion of area further than 2 km from an all season road has declined from 91.85% in 2002 EFY to 85.33 % in 2007 EFY, Roads in acceptable (Fair + Good) Condition (%) has improved from 43% in 2002 EFY to 57% in 2007EFY and average travel time taken to reach nearest all season roads has declined from 5 hours in 2002 EFY to 2.52 hours in 2007 EFY.

4. PERFORMANCE OF SOCIAL SECTOR DEVELOPMENT

4.2. Education and Trainings

4.2.1. Equity and Access To General Education

Pre-school enrolment rate: gross enrolment rate of pre-school education was 2.56percent (male 2.7 percent and female 2.42 percent) in 2003E.C. This signifies improvements over the past five years where pre- school enrollment rates were 2.56 percent, 3.65 percent, 8.2 percent, 14 percent and 16 percent in 2003E.C, 2004E.C, 2005E.C, 2006E.C and 2007E.C respectively. The enrolment rate in 2007E.C indicates the enrolment of 54,585 children in pre-schools. Disaggregating the achievement by gender, the gross enrolment rate of boys increased from 2.7 percent in 2003E.C to 17 percent in 2007E.C. Similarly, gross enrolment of girls increased from 2.42 percent in 2003E.C to 15percent in 2007E.C. As a result, the number of kindergartens increased from 19 in 2002E.C, to 55 in 2007E.C.

Primary education (1–8) including alternative basic education: During the fiveyears (2003E.C - 2007E.C), First grade apparent intake rate has increased from 77 percent in 2003E.C to 133 percent in 2007 E.C (male 147 percent, female 116 percent). Correspondingly, the net in take rates for grade one were 53 percent, 66 percent, 80 percent, 88 percent and 92 percent in 2003 E.C, 2004 E.C, 2005 E.C, 2006 E.C and 2007 E.C respectively.

The number of elementary (1-8) schools increased from 765 in 2002E.C, to 1401 in 2007E.C. This shows that the number of additional elementary schools that have been constructed in 2003E.C, 2004E.C, 2005E.C, 2006E.C and 2007E.C were 102; 105; 108;107 and 105, respectively. In total during the five years, 525 primary schools have been constructed. As a result of this expansion of school construction, gross enrolment rate of primary education increased from 71.6 percent in 2003E.C to 94 percent in 2007E.C.

Disaggregating the result by gender reveal that primary gross enrolment rate of boys was 75%, while it was 66 percent for girls in 2003E.C. The gap was 9 percentage points. Similarly, in 2007E.C, GER of boys was 97% while that of girls was 90

percent, the gap narrowing to 7 percentage points. Generally the gap shows a declining trend, indicating improvement in equity. Primary school parity index between male and female has marginally increased from 0.82:1 in 2003E.C to 0.93:1 in 2007E.C. This achievement indicates that it is not possible to reach the 1:1 parity target by 2007E.C. The number of students enrolled in primary schools had increased from 683,682 in 2002E.C to 1,232,664 in 2007E.C. This shows significant improvement in access to primary education.

Primary school net enrolment rate was 47 percent (male 49 percent, female 45 percent) in 2003E.C. In 2007E.C the performance has further increased to 59 percent (male 63 percent, female 55 percent). The increase in 2007E.C progress has further improved. This progress in NER shows that efforts of sending children to school in the school age are improving the last five years. Thus assessing the reasons behind such slow progress in net enrollment rate is essential to take appropriate measures that increase the NER to 100 percent by 2012E.C.

Functional adult education: Based on the national adult education strategy, implementing partners from government sector offices (agriculture, health, labor and social affairs, children and women affairs), have also adopted the guideline on functional adult education implementation modalities to their contexts and have started working on it. In order to monitor its implementation, an executive board and technical committee comprising of the concerned government establishments have been organized. In 2003E.C, about 177,000 adults participated in functional adult education program. Last year adults have enrolled and participated in the program. The participation has clearly been increasing over the last five years. The program is by far low. Moreover, to achieve the target of 818,642 enrollment rate by 2007E.C the achievement to date has been low. Hence coordinated efforts are required by all stakeholders in the next five years.

Secondary education (Grade 9-12): With the purpose of increasing access to secondary schools, new schools were built and equipped with the necessary inputs both in urban and rural areas. Accordingly, the number of secondary schools increased from 53 in 2003E.C to 141 in 2007E.C and the total number of schools constructed during the five years amounted to 35. These investments have created a better environment to improve access to secondary education. The gap in secondary education participation rate between urban and rural areas has also consistently narrowed.

Secondary school first cycle: A strategy has been designed to make secondary school education more accessible. In 2007E.C gross enrolment reached 37,107. Gross enrolment coverage in 2003E.C, 2004E.C, 2005E.C, 2006E.C and 2007E.C

was 8.8 percent, 9.9, 11.5, 16 and 17 percent, respectively. However, the number of female students has increased from 1573 in 2003E.C to 23586 in 2007E.C, showing a more proportionate increase compared to male participation and narrowing secondary school GER gender gap.

The net enrolment rate (NER) in secondary school was 2.7 percent in 2003E.C, 3.4, 4.5, 6 and 7 percent in 2007E.C and 7 percent (male 8 percent, female 6 percent) in 2007E.C. It is worth noting that NER of girls in secondary education has exceeded that of boys in 2007E.C. It is absolutely essential to maintain the gains that girls have made in secondary education.

Preparatory Education (11-12): After completing secondary school students are admitted to preparatory schools to prepare themselves to higher studies and different trainings as well. Gross enrolment in preparatory education was 5300 in 2003E.C, 8334 in 2004E.C, 11636 in 2005E.C, 17182 in 2006 and 16773 students in 2007E.C. Moreover, participation of girls in preparatory education has increased from 925 in 2003E.C to 5140 in 2007E.C, implying more girls in preparatory schools last year.

4.2.2. Quality of education and competence

A key objective of the General Education Quality Improvement Package (GEQIP) is to improve education quality and efficiency at all levels. This project has an objective of improving the learning teaching process, ultimately contributing to better student results.

This key objective had been implemented under the GEQIP, which incorporates six main packages: Teacher Development Program (TDP), Curriculum Aligned to Student Assessment and Examinations, Ethics Program, Management and Administration Program (MAP), Information Communication Technology, Program Coordination and Monitoring and Evaluation. Accordingly, the various GEQIP components have been implemented in 2012/13. In addition, general education standard, science and mathematics education standard as well as secondary education standard have been prepared and implemented.

According to national standards, primary education (1-8) requires teachers with minimum qualification from College of Teacher Education (CTE). Coverage of primary school first cycle qualified teachers was 35 percent in 2003E.C. In 2007E.C, the coverage of primary education (1-8) by qualified teachers has increased to 53 percent against the target of 100 percent. Preparation of qualified teachers for primary schools did not progress as expected to meet the national standards. The main reason is the change in standard introduced in 2007, which raised the standard

from certificate to cluster diploma level qualification. Accordingly, teachers with certificate level qualification are not considered as qualified for the first cycle primary education. However, to upgrade teachers to qualify for teaching in the first cycle primary education, summer and continuing courses are being provided in different institutions. Similarly the coverage of secondary school (9-12) a qualified teacher was 78 percent in 2003E.C. The plan for 2007E.C was 95 percent, while the coverage of qualified teachers actually increased to 90 percent.

Pupil-teacher ratio (PTR) in primary schools (1-8) stood at 123:1 in 2003E.C. The ratio has further improved to 81:1 in 2007E.C. Secondary school (9-12) pupil-teacher ratio stood at 67:1 in 2003E.C and in 2007E.C it has improved further to 40:1.

The pupil section ratio of elementary education (1-8) was 130:1 in 2003E.C and in 2007E.C it has further improved to 90:1. The standard set to be achieved by 2007E.C is 50:1. Student section ratio in secondary school was 90:1 in 2003E.C and in 2007E.C it has further improved to 68:1. Student-Section-Ratio for secondary school is targeted to reach 40:1 in 2007E.C. To improve the ratios, expansion of both primary and particularly secondary education classes is required. Primary school student-text books ratio has improved from 10:1 in 2003E.C to 1:4 in 2007E.C in primary schools and secondary schools student-text books ratio has improved from 7:1 in 2003E.C to 1:3 in 2007E.C.

Student's dropout and repetition rates reduce the efficiency of the schooling results. In 2007E.C dropout rate of primary school (1-8) stood at 15.5 percent (male 18 percent, female 14 percent). During the last five years dropout rates ranging between 21.46 and 15.5 percent were registered. The factors behind this high and generally increasing student dropout rate have to be investigated in order to address the root causes of the problem. More effective community participation in the education system is one of the key strategies required to address the problem.

Primary school (1-8) promotion rate was 70.9 percent in 2003E.C and in 2007E.C the promotion rate stood at 81.5 percent (male 80 percent, female 82 percent). Primary school (1-8) repetition rate was 7.64 percent (male 6.95 percent, female 8.33 percent) and in 2007E.C the repetition rate stood at 3 percent (male 2 percent, female 4 percent).

The implementation of the quality improvement program and other interventions, have to be enhanced to bring about significant improvements in dropout and repetition rates. Generally, more focus has to be given to student centered approaches, encouraging teacher's initiatives, efficiency of school management, community participation, various input supplies as well as strengthening adequate

implementation and follow up of the General Education Quality Improvement Package (GEQIP). As a result coordinated and strengthened efforts are required to reverse such adverse effects of quality and efficiency. In addition, the efforts made to address the problems of dropout and repetition rates must be consolidated further to make a significant dent on the problem. In addition, concerted efforts need to be exerted in upcoming years to significantly reduce the dropout and repetition rates.

4.2.3. Technical and Vocational Education and Training

At the beginning of the implementation of the last five year plan, the number of trainees attending the TVET program was 6,690. The target enrolment rate planned for the five years was 48,000 through enrolling 9,600 trainees each year. Actual enrolment of the TVET program in the period from 2002 to 2005 was 17,285 against a target of 48,000, leaving a gap of 30,725 trainees. In 2002/2003, the total number of trainees trained by the government's TVET program was 9,580. Similarly in 2002/2003, 2003/2004 and 2004/2005 out of the total enrolment in TVET program, 17,285 were trained.

Female enrolment constituted 37 percent, 44.4 percent, 46.44percent, and 43 percent in 2003, 2004, 2005 and 2006 respectively. Average female participation was 43 percent during the reporting period.

The competency certification program of different technical and vocational skills has been implemented in the last three years covering 1,525 in 2005, 2,761 in 2006 and 2,100 in 2007. This would make the total number of assessed candidates in the three-year period to be 6,386 out of which 63% (4534 trainees) were found competent.

4.3. Health Sector Development

With the initiative of the Federal Ministry of Health, Agrarian Health Extension Program (HSEP) was adapted to pastoralist and agro-pastoralist context of the Regions. The implementation of 16 packages of the program therefore continued in the Region. This maintained the deployment of Pastoral Health Extension Workers (PHEWs) operating at health posts levels, increasing their number from 1,437 in 2002 EFY to 2,346 in 2007 EFY.

The health post service coverage has been increased from 73% in 2002 EFY to 96.8% in 2007. In this, the number of constructed health posts has been increased from 711 in 2002 EFY to 1056 in 2007 EFY. Besides, the number of graduated model households has been increased from 23,611 in 2002 EFY to 487,271Hs in 2007 EFY. Moreover, 435 Health Extension Workers has been upgraded to diploma

level. Currently, 79 medical doctors with different specializations are working in the Region.

Construction of health centers is going on throughout the Region and shows good achievement compared to the baseline year of the Five-Year Plan in terms of number and functionality. Health center constructions are implemented through the collaborations between the Somali RHB and Ministry of Health (MoH) by the program of HC construction matching approach 1:2. Therefore, the construction of health centers have been increased from 97 in 2002 EFY to 203 health centers in 2007 EFY. In addition, the potential health center service coverage has been accordingly increased from 76% in 2002 EFY to 93% in 2007 EFY.

With regard to maternal and child health services, the proportion of births attended by skilled health personnel has been increased from 12% in 2002 EFY to 26% in 2007 EFY. Antenatal service has been increased from 22% in 2002 EFY to 50% in 2007 EFY. Child immunization coverage with pents 3 and measles has been increased from 40% and 47% in 2002 EFY to 72% and 69% in 2007 EFY respectively. With regard to hospital services, the number of constructed hospitals has been increased from 6 in 2002 EFY to 10 hospitals.

The human resource for health shows significant improvement in terms of both number and skills. The number of health workers and professionals has been increased from 2,687 in 2002 EFY (including 1,528 HEWs) to 5,567 in 2007 EFY (including 79 medical doctors, 1,968 HEWs and other categories of health personnel). In addition, the Regional government continued to invest and sponsor training programs for different categories of the health. During the reporting period, 300 students from the preparatory schools has been sponsored and sent to for 7-year training program of medicine within the universities of the country. Following table summarizes trends in key health indicators.

Purchasing and distributing drugs, medical supplies and laboratory agents were maintained and continued throughout the existing health posts, health centers, hospitals and mobile health teams in the Region. Standard medical equipment have been provided to 6 hospitals, 13 health centers and 34 health posts. In addition, other supplies and materials such as vaccine, ITNs were distributed during the five year period.

In order to increase the community awareness and service utilization, community mobilization campaigns and workshops have been conducted in 784 kebeles in the Region. In addition, health committees have been established in 620 kebeles (with health centers and health posts).

5. CAPACITY BUILDING, GOOD GOVERNANCE AND DEMOCRACY

During report period, democratic and decentralized governance have been Strengthened up to Kebele Level, public participation, accountability, and effective public service delivery has been increased. Free, fair and Democratic Fifth Election was conducted in the region. The region has increasingly become a stable and peaceful in the last five years.

5.1. Implementation Capacity Building

During GTP I period, efficiency and effectiveness service delivery of public institutions have been strengthened. The key guiding principle of capacity building activities were: ensuring developmental political economy and achieving the development and good governance outcomes of GTP I. Accordingly, capacity building activities were undertaken in order to enhance the implementing capacity of political leadership, civil service and the justice sector. Extensive training programs were undertaken to build the capacity of the political leadership working at different levels of responsibilities. A series of long term and short term capacity building training programs on government policies and strategies as well as on technical courses were undertaken in order to build the capacity of middle level management as well as the staff of civil service and the justice sector.

To build the implementation capacity of the civil servants, 1,200 personnel have been sponsored for different long-term training programs including 300 diploma, 796 degree (106 Medical Doctors), 94 MSc/MA and 10 PhD. In mass media and public awareness, the Regional TV (ESTV) and Jigjiga FM has been fully become operational, In addition, another FM center has been established in Kabrdahar town. In order to scale up the community participation on good governance and development, community meeting and discussion forums have been organized and conducted where more than 1.5 million people were participated for national consensus building and strengthening peace, development and good governance and democracy of the region. The government-community interaction has been boosted and succeeded (for example, the President of ESRS has succeeded to visit all zones, more than 95% of woredas in the region and also more than 5 continents in the world for Diaspora mobilization.

Regional Ethics and Anti-Corruption Commission has been established and capacitated. In addition to this, the Regional Grievance and Complaint handling Commission has been also established.

To ensure women's active participation in development, democratization and peace

agendas, 35,000 women have been received awareness creation program through different methods and strategies. In additions, women associations have established in 470 kebeles. During the last five years, 56,000 women have been created job opportunities.

5.2. Good Governance

During GTP I period, it was planned to bring about a significant shift in good governance just like in socioeconomic development. It is understood that the first and foremost principle of good governance is ensuring public participation. In order to foster an effective implementation of the development and good governance agenda sustainably and thereby ensure an equitable benefit of the public from the resultant outcomes, concerted efforts were made to promote direct participation of the public in an organised manner in the development and governance processes. The organized public mobilization in the development and governance processes has played a significant role in tackling rent seeking, creating conducive environment for economic and social development and enhancing transparency, accountability and fairness in the delivery of public services. To strengthen direct public participation further in the development and good governance processes in a sustainable manner, a system has been established whereby communities, mass-based organization and professional associations are regularly engaged in the decision making processes at all levels.

In order to improve the governance of tax and administration, measures that strengthen the tax information system were taken, while massive awareness creation, public education on taxation and community engagement were also undertaken. Investments and reforms that build the institutional capacity of the tax and revenue authorities at all levels were implemented.

Clear strategies were taken to improve the governance of Public financial management system, government budget, Disbursement and Accounts, public procurement and contract administration during GTP I. Hence, creating efficient, effective, transparent and accountable government financial system was among the strategic directions pursued during the plan period. Various reform programs of system development and human resource capacity building were designed and implemented in the areas of auditing, government accounting, budgeting, public procurement and property administration and IBEX. Extensive training on the basic of public financial management and its policy and governance implications were given to both the political leadership and civil servants.

To create awareness among the public on the amount and priority of government

budget allocations, strengthen public participation in execution of the budget, and enhance transparency and accountability in public financial management and the delivery of basic services, financial transparency and accountability (FTA) program was designed and implemented throughout the country. Accordingly, a series of awareness creation and public education on public financial management programs were conducted. Wereda budgets and the standards of public services were posted on public notice boards and disclosed using different communication Medias. Different kinds of transparency and accountability directives, manuals and templates were prepared and distributed. In addition, social accountability program (ESAP 2) was implemented in various Weredas with the objective of actively engaging communities in the governance of the delivery of basic public services. These have helped strengthen community engagement and thereby contributed to better governance of public finance and expenditure as well as the delivery of essential public services.

However, it is recognized that the governance of public finance and procurement systems has to be strengthened further in light of the significance of the public sector in the economy. Equally important in transforming the governance of public financial management system is an organised and active engagement of communities at all levels. Hence further deepening the on-going public participation programs coupled with the necessary reform measures will be given due attention in the upcoming development strategy.

Regional Ethics and Anti-Corruption Commission has been established and capacitated. In addition to this, the Regional Grievance and Complaint handling Commission has been also established.

With regards to Justice sector performance, during last five years, Woreda administration members, professionals and elders were trained on conflict resolution. Peace communities were established in Woredas near the borders. Education courses were given at Police Colleges to police members to increase the quantity and quality of the police. Similarly, 90 police officers (March band) were trained on music to perform official ceremonies. Moreover, 250 police officers were trained on community policing in the 4 city councils, to improve crime detection and consciousness in collaboration with the community. Likewise, 250 police officers from 4 city administrations were given short term training on crime investigation techniques, 5 police officers have taken ToT training at the federal police university college.

Community policing was established in 10 kebeles of Jigjiga city administration. Harmonization of customary law and criminal code workshops were conducted in 9

zones of the Somali regional state of Ethiopia.

During the last five-years, to transform prison inmates into productive and peaceful citizens in their post- release life , 17,703 prisoners had benefited from the rehabilitation and correction services in Education and skill training centers developed within correction and rehabilitation centers included intermediate (grade 1-8), swing and computer training centers and wood workshop centers. Security guards were trained on human rights and respect for the basic democratic rights inmates. Maintenance and expansion have been made to all existing rehabilitation and correction centers. Work on prisoners, hygiene has been widely implemented during the five year period.

With regards to the duration to finish and decide cases, it was accomplished to reduce the duration from 20% in 2002 EFY to 80% in 2007EFY. Professionals' training center were established and provided legal training to 1832 judges and Assistant judges, Registrars, Assistant Registrars and other professionals and technical support through training on procedural laws to the Sharia courts for the purpose of increasing their efficiency.

A public defense office has been established to provide free legal support to citizens who can't afford hiring lawyers on their own, rendering legal services to 1,846 people and counseling to 1,223 people so far. In collaboration with the Jigjiga and Haramaya Universities, 153Judges with Diploma, 215 Judges with first Degrees and 7 judges with the second Degrees has been sponsored. In promoting supremacy of the law, a comprehensive training on democratic and fundamental human rights was provided.

During the last five years, the Sharia court increased marriage registration cases from 3,191 to 12,226, decreased divorces cases from one side from 7,602 to 1,720 and divorce from two-sides from 13,430 to 2,653. In the same period, cases of property inheritance were increased from 253 to 973, care related cases in favor of women went up from 423 up to 1,626, marriage gifts for obtaining parental blessing (hibo) was increased from 21 to 93 and women and child right related cases increased from 6676 to 9773

5.3. Building Democratic System

The Ethiopian Somali regional constitution grants the regional parliament the power of legislating, over sighting and controlling governmental bodies; establishing and organizing different committees and other necessary structures of the parliament and facilitating the conditions for members to meet with the electorate in the respective

constituencies. To ensure the rule of the people guaranteed by the constitution, free, fair and Democratic Fifth Election of regional and local was convened in the region during the last five years.

In a bid to deepen the democratic governance, a number of activities were undertaken; the performance of regional judiciary organ was periodically evaluated and necessary action taken. Regular parliament meetings were conducted at all levels to evaluate performance and achievements of executive organs.

Public Accounts Committee has been established at regional council and currently functional to ensure accountability and review audit reports submitted by regional office of Auditor general. Budget and Finance standing committee was also established and currently functional, the committee has manual to carry out review on draft recommended budget submitted by BOFED and undertake budget legislative process in the region, review and recommend draft budget to be approved by the Council

Capacity building training programs on the basics and procedures of the constitution, rule of law, roles and responsibilities of the parliament (national, regional. Woreda, City administrations and kebeles), check and balance of government organs, oversight principles and methodologies and good governance principles, had been provided to 7500 parliament members at all levels.

6. CROSS-CUTTING SECTORS

6.1. Women and Girls' Protection and Empowerment

The number of women organized in micro-small scale enterprise and number of self-help groups benefiting from these initiatives have been increased from 15,272 and 18,400 respectively. Over the last five years, the number of women owned cooperatives has increased to 1,113 and their membership reached 14,960 members. Female civil servants in the work force have grown to 20,878 members. In the same period, 753 awareness raising campaigns were conducted in the Somali Region, benefiting 103,900 participants and reducing the prevalence of harmful traditional practices from 30% in 1998% (EFY) to 6% in 2007. In this regard, 451 anti-HTP clubs were supported.

More than 66 Woredas in the Region have publicly declared abandonment of female genital mutilation (FGM), with 30 monitoring and evaluation activities conducted throughout the Region. The number of women association supported and women and girls forums established are 240 and 63 respectively. Awareness rising against child and women's trafficking benefited 138,500 beneficiaries, the Bureau's achievement

in the last five years also includes the implementation of 24 experience sharing trips related to gender equality and women's empowerment, benefiting 625 women. Finally, the Bureau rewarded 4,148 women for their achievements and developed 12 manuals and translated them into Somali.

Women's active participation in political and economic aspects were increased and empowered. At regional Cabinet, the vice President and other five bureau heads are women. At regional Council, the vice speaker of the parliament is woman; also 40% of regional level Member of parliaments are women. 15 out of 24 Members of House of people's representatives at Federal level are women (65%). In addition to this, 72 Cashiers of Woreda Office of Finance and Economic Development are women. In economic participation, the two richest by wealth rank in the region are women and the employment process, preference are given to the women if they have the qualifications required for the position. Capacity building training was conducted for 43,000 youths. In addition to this, 485 youths were trained in organizational leadership.

6.2. Child Protection, Care and Development

During the past five years, BoWCYA has supported the mainstreaming of child protection issues in the plans of 132 sector actors and organized 21 child rights awareness events, bringing together 9,720 participants. Similarly, the number of children that benefited from social and community care and protection programs reached 127,739. In the same period, 396 child-focused community associations were established in the Region and 3,730 community discussions on children care were held, attracting an audience of 369,411 people.

The Bureau conducted 383 trainings on parental and community-based care. Similarly, 143,770 people have participated in awareness raising events on child protection and 1105 coordination meetings were conducted.

6.3. Youth Empowerment, Participation and Development

Striving to deliver its plans in the youth empowerment and development aspect, the BoWCYA has undertaken various activities and made numerous engagements with stakeholders for this purpose. Activities carried include supporting over 353,000 youth and youth leaders in accessing capacity building programs, provision of material support to 78 youth organizations, awarding of 133 model youth organizations and facilitation of scholarships for 213 youth organizations.

In the same manner, the Bureau constructed 62 youth centers across the Region and helping the functionalization of 37 of them to provide services to users, benefiting

242,245 members. In addition to this, 72 youth centers received material and technical support. The number of youths engaged in agricultural activities and increased their income over the five year period were 23,950, whereas 120 others engaged in non-agricultural activities, getting similar incentives. Similarly, 36,170 youth organized themselves in forming micro-small scale enterprises and benefited. Over the same period, the Bureau organized 73 youth events, with youth participation levels of 48,414 people. BoWCYA conducted 10 youth focused studies, distributed 345,000 IEC materials and supported voluntarism activities participated by 536,767 youth members. For the remaining activities carried out by the BoWCYA, refer to table 15 in the annex.

6.4. Prevention and Combating the Spread of HIV/AIDS and TB

The major thematic areas identified in the five-year development plan within the realm of preventing and combating the spread of HIV/AIDS , during the past five years, were capacity building, community mobilization and empowerment, integration with health programs, leadership and mainstreaming, coordination and networking and targeted responses. The major achievements along these lines are presented as follows:

- ☒ Annual HCT uptake has increased from 60,000 thousand in 2010 to 350,000 thousand in 2010? Which makes the proportion of adult population who know their HIV status 37%
- ☒ 53 % of the treatment needy PLHIV have been enrolled for ART as of 2015.
- ☒ TB /HIV collaborative work which started in one (1) hospital in 2010 now covers more than 25 health facilities in total.
- ☒ The percentage of TB patients counseled and tested increased from 10% to 480%.
- ☒ Worthy Strategic Plans have been made in infrastructure, including upgrading of health facilities and procurement of equipment and supplies.

6.5. Labor and Social Affairs

In the last five years, a social protection program has been implemented in which 31 Woredas have community care coalitions (CCC) to serve and represent vulnerable families. Under the same scheme, 1000 vulnerable families have benefited from income generating activities.

Five years ago, there were no labor unions, private employment agencies, disability associations and federation of disabilities. However, during the last five-years, the

establishment of 2 labor unions, 8 private employment agencies, 5 disability associations and one federation for disability were achieved at regional level. Furthermore, 734 wheel chairs were distributed to the people with disability around the region, construction of prosthetic, orthopedic center in Jigjiga has been finished and 395 inspections on risk related to accident and injuries were made.

7. Monitoring and Evaluation System under GTP I Implementation

In the first growth and transformation plan, the objective of monitoring and evaluation is mainly to observe the implementation of plans as well as provide timely relevant information for decisions. Hence, during the implementation period of GTP I, Annual Progress Reports against goals and targets shown in the plan document have been prepared and compiled by BOFED and submitted to council at the end of each year for approval. Furthermore, mid-term assessment was undertaken on the growth and transformation plan progresses and existing development gaps have been identified. Different forums were organized and held to the government institutions and development partners in the region to discuss the necessary development interventions and resources required to fill the development gap in the region. The feedbacks gained from the assessment were used as inputs for subsequent activities. Regular supervision and monitoring were undertaken to mega development projects implemented in the region. Finally, end-term review towards progresses on GTP I implementation period has been undertaken, the review broadly evaluated the extent to which goals and targets set at the beginning of GTP I were achieved, challenges encountered and lessons learned, which have been used as an input for second regional GTP II preparation.

With regard to sector bureaus level in monitoring and evaluation system, annual plans which are prepared based on the five year Growth and Transformation Plan were prepared, sector bureaus have been conducted monitoring and follow up of various development activities. The annual performance reports of different sector bureaus have been submitted to BOFED and regional Administration Bureau after intensive reviewing consultations with various stakeholders at different levels. The Annual Progress Reports which were prepared by sector bureaus have been used as inputs for the preparation of the regional Annual Progress Reports of GTP I. In addition to that, Education and Health bureaus have been used EMIS and HMIS data base respectively for effective data collection instruments, data processing and analysis procedures to measure GTP I performances of the respective bureaus. More endeavors have been made on data development and management by BoFED. For the last five years, socio-economic data of 68 woredas and 4 city administrations and geographic information system (GIS) and atlas map have been prepared and stored in the Somali DevInfo database which is web based software and shared with all

stakeholders. Regional socio-economic and population information indicators Pamphlets were produced and distributed to stakeholders and customers.

However, in order to strengthen the regional monitoring and evaluation system, enhancing the capacity of the planning and monitoring units of the sector bureaus in relation to data management, development plan preparation and monitoring and evaluation is quite essential in the upcoming plan period and beyond. Overall, during the implementation of GTP I, strong political leadership, commitment and support have been given for the implementation of mega-projects. A unique best practice of the region is that higher officials have been assigned to project sites for close supervision and monitoring on mega projects.

8. Strengths and Challenges Encountered in Implementing GTPI

During the implementation of GTP I across the Ethiopian Somali region, the supports and engagement of political leadership as well as active and organized participation of citizens were incredible. In the process of implementing the plan, encouraging achievements have been registered, while challenges were also faced. The strengths and challenges witnessed and lessons drawn during the implementation of the plan are outlined below.

8.1. Strengths, Best Practices and Lessons Drawn

i. The Existence of Clear Policies and Strategies

The existence of clear and practically verified policies and strategies is decisive basement for development. In the past years, several strategies for development, peace and democratization have been prepared. They have been discussed in forums with the public and other development stake holders. These strategies are clear, practically verified and believed to bring fast development. This has been witnessed by the public and other stake holders. Dissemination of the strategies for development, peace and democratization has been made all over the region so that the people have started to internalize and practice them. Therefore, the existence of the strategies can be used as basement for preparation of medium development plans at different stages and can be considered as one great opportunity for the region's development.

ii. Decentralized Administration System

There is clear and legitimate power division among sub-districts, districts and the region which has empowered the districts to self-administer their finance, man power, and resources. This great power has also created an opportunity for the

districts to perform activities based on their public interest and participate in the development activities.

iii. Availability of potential Agricultural and natural resource

The region is endowed with natural resources that could benefit its people and the country as well. With over 30 million of livestock population, that makes one of the leading livestock regions in the Horn of Africa and with a great variety of natural resources such as common gum and incense types which compose of black/white incense, black/red myrrh, gum-Senegal, and gum-arabic accompanied a favorable environment. The region is interestingly attractive for all sorts of investment. The presence of well-known natural gas and four Basin Rivers namely, Wabi-shabele, Genalle, Weyb and Dawaas well as high amount of underground water deposit is also admirable aspects of the region. Above all there is a potential arable land with suitable topography for mechanized farming with unexploited fertile soil. All these combined together, is unquestionably indication of how the region is ripe for all sorts of investments.

The region has tremendous tourism attraction sites. These are historical, cultural, and religious heritages that can be considered as ecotourism potential sites. Therefore, tourism sector can generate additional revenue for the economy, because many tourists can be made to visit these sites.

The region has rich mineral resources. For example; gold and Construction minerals like stones and iron ore are also found in different areas of the region. People have been making use of some minerals by excavating through traditional method; however, further research is required to utilize effectively for remaining minerals.

iv. Availability of NGOs that Support Development

Various non-governmental organizations are found in the region. They have been directly involved on regional development activities especially in resolving people's social and economic problems. Therefore, in the future plan of development and transformation years, an intensive work should be made to increase the participation of these NGO's in the regional developmental activities.

v. Attracting Investment

In the plan period a lot of investors in domestic and foreign reached maximum level and in terms permits issued 820 medium and 400 large scale investment were issued. Birr 10.4 billion capital attracted in the investment of livestock, agriculture, agro-industry, service and construction during GTP I.

One of the best strength in plan period was that the region envisaged the implementation of a number of mega projects with regional significance such as construction of Kebridehar International Airport by own finance, material and human resource that makes it peculiar to the region only. It clearly indicates the region's capacity to do such mega projects which are beyond and above the responsibility and capacity of regional states under Ethiopian federalism umbrella. The airport can boost the transportation facility of the domestic and attract easy accessibility of foreign investors and tourists to the region.

vi. Transparent and Effective Collection of Domestic Revenue

It is counted only a couple of years since the revenue bureau were re-organized and changed to autonomous authority with an expanded new structure. Within last three years of GTP I the authority had worked overcapacity and made tangible changes in achieving high performance. For example during the last three years of GTP I, the region collected 7 times higher than the base line year of 2002 and 2 times higher than the projected plan.

The main reasons of the high performance of regional revenue are commitment of region's leadership and fighting against rent seeking and corruption, increase in tax base, higher staffing and incentives to the staff.

After conducting awareness creation, meetings, discussion forums and short trainings to the tax payers, the authority achieved to have loyal and transparent tax payers who are strongly tied up with authority having a good relationship, satisfied with the authority's service and pay their taxes by their willingness without doing tax evasions.

vii. Access to Health Services and Improvements in Health Outcomes

The regional government achieved success on training and deployment of health extension workers across the region through ambition and unwavering political commitment. Involvement and empowerment of communities has been the major driver of health improvement in the region. The process of engaging communities has gathered momentum when the health extension program was started.

Meanwhile, particularly in the past the region was one of most affected by diverse types of eye diseases. But in the plan period, in the collaboration of public and private sector in giving mobile eye care service for poor reside in the remote part of the region and where conventional medical service delivery seems impossible is the most noticeable result during GTP I.

viii. Access to Safe Water Improvement

In GTP I as it was ambitiously planned, the water sector development achieved remarkable payoffs because in the plan period diverse mega projects on different types of Water collection (River intake, underground water, Huffier dams and Birkas) for potable water and irrigation purposes were materialized. And institutional capacities were improved by well capacitated water works enterprise and design enterprises.

And also using solar system operation; maintenances expense reduced by 25% than those schemes powered by generators. Then:

- ✓ The expenses for power (ELPA) and diesel fuel and oil became nil
- ✓ No need for qualified person because community are easy to learn
- ✓ Community need for solar system increased.
- ✓ Low frequent water supply scheme maintenance.

ix. Better understanding with Diaspora

During the plan period one of the success stories of the region is handling of the Ethiopian Somali Diaspora, the following lessons and strength were drawn:

- ✓ Diaspora sub-office in Addis Ababa which coordinate federal and regional agency.
- ✓ Implementation a new structure of the agency.
- ✓ Somali regional Diaspora was taken as a model in the all country.
- ✓ Outreach programs are key best practices that learn GTPI like in North America, Asia, Africa, Europe and Australia.

x. Culture Developments

In order to create culture conscious citizens that are proud of their culture, the region has created favorable situations for the regional cultural bands so as to play a significant role in the region's programs to bring in peace, development and democracy in the region. It was established Somali PEN of Ethiopia in collaboration with Somali PEN and Somali Vehicular Cross-Border Language Commission based in Jig-jiga in collaboration with ACALAN and Jigjiga University

xi. Building Workable Micro and Small Scale Institution

The best practices on micro and small scale institution of the region were significant reduction of loan repayment rate. And lesson learned to the sector are:

- Supports to be provided to the MSEs should be based on their growth stage (start up, growth and maturation levels).
- Support should be demand driven.
- The administration of the sectors development should be coordinated and integrated, from the highest to the lowest level.
- The promotion of the sector requires strong political commitment both at regional and city administration level.
- Developmental army program is the key for the sector development as whole.
- Ethiopian Somali Microfinance institution in intermediating financial assets.

Microfinance institution has been expanded its financial services to more than 40 percent of all regional rural woredas for credit and non-interest bearing loans.

Furthermore, the region is now free from all inhuman acts of anti-peace and development forces that once were undeniably active in many parts of the region. This was facilitated by number of issues. Firstly, the long stayed suppression of pastoral societies was lastly relieved after pro-pastoral policies were set in place by the new Democratic Ethiopia. Secondly, the noble idea that led to establishment of the hero and developmental forces of liyu police forces in the region has played a great role in combating and clearing Ubo elements from face of the region. Thirdly, the sustained support of the federal forces accelerated the efforts to defeat all anti-peace and development elements.

Finally, Strong monitoring and evaluation on development projects at all levels in the region starting from mobilization to completion stage, higher officials has been assigned regularly to supervision works on mega projects, as a result of this, most projects have been completed within six months in recent years.

8.2. Challenges

i. Low Implementation Capacity

Sustainable growth should encompass radical change of attitudes for good governance, institutional and human capacity. However, there are still tendencies of limited capacity in implementing developmental activities. It is necessary to implement capacity building at all levels of governmental hierarchy in order to resolve these challenges. Without resolving this problem, it is difficult to ensure fast and sustainable development in the region. Therefore, in the future special attention shall be given to improve the implementation capacity.

ii. The occurrence of Drought and Environmental degradation

Drought can occur when there is low rain fall, non-seasonal rain or low distribution of rain. In the past, the prevalence drought was every ten years' interval. However, currently due to global warming, drought interval has become shortened. Environmental degradation includes the deterioration of soil fertility due to erosion and deforestation.

iii) Unemployment

The government has been devising different strategies to decrease the unemployment rate in urban and rural areas. Though there are practical improvements, it is still a challenge which requires strict attention in the future.

iv) Backward Practices

The vast majority of the society is still exercising backward traditional practices and customs. These can be expressed in many ways. There are extravagancies in income management. They spent excessively for wedding, and other cultural and religious ceremonies. In addition, those who live in towns and villages have low awareness in exercising personal and cooperative savings and participating in investment. Beyond and above all, there is a wrong attitude towards the culture of unwillingness to work by youth and productive ages of the society, rather they prefer to beg the others instead of doing jobs and earn for the cost of their livelihoods.

PART II: ESRS GTP-II (2015/16-2019/20)

1. BASIS, OBJECTIVES AND PILLAR STRATEGIES OF GTP II

This part tries to summarize the basic issues regarding the overall design of GTP II. Doing so enables to achieve the following, among others:-

- Understand the basic elements that necessitates for the plan- **Basis of the plan**
- Identify and assess which elements are new departures from previous plan (GTP I)- **Major Departures**
- Define issues the plan intends to address- **Objectives**
- Establish pillar strategies that enables met the predefined goals and objectives-**Pillar Strategies**

1.1. Basis of the Second Growth and Transformation Plan

1.1.1. National and Regional Vision

GTP II is built on the basis of realizing the vision of Ethiopian Somali Region of making the region a lower middle income. As Ethiopian Somali Regional State is one of the nine regional states that constitute the Federal Democratic Republic of Ethiopia, the plan is also designed to achieve the national vision of achieving a goal to making Ethiopia a lower middle income country by 2025.

1.1.2. The Second Growth and Transformation Plan (GTP II) of the Country

The national level GTP II document was considered the most essential document to consult and refer in the course of preparing the regional GTP II.

1.1.3. The Sectoral Policies and Strategies

Ethiopia has designed a set of policies and strategies at macroeconomic and sectoral levels. The role of regional states, in this regard is cascading these policies based on their socio-economic set ups and environments, geographic location, availability of resources (natural, human, financial or any). Hence, those policies and strategies would be taken as essential basis upon which GTP II of Ethiopian Somali Regional State relies upon.

1.1.4. Lessons Drawn From GTP I Implementation

As Identified in part one of this plan document which specifically assesses the performance of implementing GTP I, there were a number of good practices and achievements (strengths) and poor performances and drawbacks in the course of implementing GTP I. In designing and establishing GTP II, those strengths and

weaknesses were important inputs in the whole process of design, framing and establishing of GTP II.

1.1.5. The Post-2015 Development Agendas at Global and National Level

There are global, continental (in the context of African continent) and national consensus and developmental agendas that govern the policy framework of countries and governments. At global level, the Sustainable Development Goal (SDGs) has been considered as the post-2015 key developmental agenda, particularly for developing countries like Ethiopia. Likewise, there are continental level agreements and developmental agendas, like Common African Position (CAP) on Post-2015 Development Agenda, Agenda 2063 of Africa, and the Addis Ababa Action Agenda. Those agreements and agendas were integrated in the national plans, policies and strategies. In this plan too, these issues were considered as an important references to rely upon.

1.2. Main Features of the Second Growth and Transformation Plan (GTP II)

GTP II has a number of commonalities with the previous plan, GTP I. For one, GTP II relies on the principles that govern the basis, objectives and strategic directions of GTP I; on top of that GTP I is considered an important reference and guide in preparation of GTP II. This is despite the fact that GTP II has some peculiar features that makes it different from GTP I. some of the distinguishing features of GTP II includes:-

- Agriculture sector, the livestock sub-sector being the major driver of the planned economic growth and developmental targets, GTP II considers the important role of farming (crop sub-sector) in the regional agricultural GDP
- In GTP II, the role of industrial sector, with special emphasis of manufacturing sub-sector, is identified to be the major driver of the regional economy.
- An issue of enhancing the productive capacity of the regional economy has also gets emphasis in GTP II.
- Achieving the national goals of realizing an economy featured by fast, sustainable and Green economy are key elements of GTP II
- Public investment being considered vital for the economy, enhancing the role of the private investment has given due attention in GTP II.

1.3. Objectives of GTP II

GTP II envisages maintaining the economic growth of that the region has been registering in GTP I period, with a plan to realize the national and regional vision of building lower-middle income economy BY 2025. The specific objectives of GTP II will be:-

- Achieve annual average of 11% economic growth, at base case scenario and 12.2% at high case scenario.
- Broadening the base of the economy, with particular emphasis given to enhancing the role of livestock and crop-subsectors in agriculture sector and the share of manufacturing sub-sector in the industrial sector.
- Enhance the role of industrial sector in the region`s economy to bring structural change in the economy. In this regard, the share of the industrial sector to regional GDP is projected to reach to 12.4% in 2019/20, from its level of 4.8% in the base year of 2014/15. Also, the manufacturing sub-sector`s share to the industrial GDP of the region is expected to be averaged at 27% in GTP II period.
- Mobilize the public in implementing development agenda of the region, with the diaspora mobilization considered key in capacity building on industrial development in general, and the manufacturing sub-sector in particular.

1.4. Pillar Strategies

As similar to National GTP II, the following Pillar strategies are identified to implement Regional GTP II:-

i. Maintain Double Digit Economic Growth and Development In A Rapid, Sustainable And Equitable Manner

During the Second Growth and Transformation Plan, concerted and coordinated effort will be made to ensure the rapid, sustainable and equitable economic growth that translates into creating decent job opportunities accompanied by significant poverty reduction; and structural transformation. Sustaining the broad based economic growth, maintaining livestock and agriculture as a major source of growth, promoting and accelerating industrial development, and improve the service sector to play its role to enhance growth will also be pursued by creating decent jobs, increase production and enhancing productivity, quality, and competitiveness to realize the bases of structural economic transformation. To this effect, coordinated and strong forward and backward production linkages will be strengthened to ensure rapid, inclusive, resilient and sustainable economic growth. Hence, large number of Micro

and small scale enterprises will be established and labour intensive Medium and large scale manufacturing industries are expected to flourish during GTP II.

ii. Enhance the Productive Capacity of the Economy, Through Improving Quality, Productivity and Competitiveness of Productive Sectors (Agriculture and Manufacturing Industries);

This first deals with the issue of fully using existing capacity. The sources of growth in the livestock and agriculture sector are mainly based on development activities undertaken by the smallholder pastoralists and farmers. There is still room to push to the from their Expanding development of small and medium scale manufacturing enterprises that has backward linkages with the agriculture sector has the comparative advantage to diversify the manufacturing industry base. The region is operating below the potential capacity in existing industries. Hence, promoting fast transition, addressing challenges related to technology imitation, designing development, fabrication and adaptation of technology, and enhancing and strengthening fabrication skills, diffusion and implementation will be a major strategic direction to be pursued in GTP II.

Similarly, the kaizen philosophy will further be promoted to enhance and improve the quality, productivity and competitiveness in all prioritized industries as well as export sector. Parallel to this, benchmarking practices will also enrich the quality, productivity and competitiveness in coming five years Growth and Transformation Plan.

iii. Speed Up and Enhancing the Transformation of Domestic Private Sector and Render Them A Capable Development Force;

Promoting private sector development is a key to accelerate inclusive economic growth underpinned by job creation, export promotion and technology transfer. Concerted effort will be made to increase private sector investment. Similarly, special emphasis will be given to the domestic private sector, especially those who would like to invest in the manufacturing sector through agro-processing industries. This initiative will be enhanced through encouraging and supporting incentive packages and creating favourable environment for doing business.

Further emphasis will be given to nurture the flourishing of micro and small enterprises, support for their transition to medium and large-scale enterprises, ensure that investment goes to productive sectors; and supportive measure will be taken to encourage, construction companies, trade and service enterprises to invest in the manufacturing sector for sustained growth and economic structural transformation.

The intention is to create and broaden the base for the emergence of capable, productive and competitive domestic private sector in manufacturing.

iv. Expand the Accessibility and Ensure the Quality of Infrastructure Development, Through Strengthening the Implementation Capacity of the Construction Sector.

In the Second Growth and Transformation Plan period, lessons learned, and experience gained during the first Growth and Transformation Plan implementation period will be carried forward to develop and sustain reliable and affordable infrastructure development. Enhancing investment in the sector and pursuing opportunity for technology learning and job creation.

In general, expansion of infrastructure development such as water, road and irrigation schemes which are basis in attracting investment, creating market opportunities, enhance competitiveness and boost regional economic integration will have a special consideration in GTP II.

v. Properly Manage and Administer the On-Going Rapid Urbanization to Unlock Its Potential for Sustaining Growth and Structural Transformation of the Economy

Rapid urban growth requires proactive management and long-term planning. Accordingly, in the Second Growth and Transformation Plan particular emphasis will be given to increase job opportunity, address housing problems, improved contribution to the agriculture sector productivity through strong backward and forward linkage with rural development. Similarly, due attention will be given for infrastructure developments, water, roads as well as adequate solid and liquid waste disposal management system. In addition, due attention will be given on building climate resilient urban centers, decentralized urban administration and finance and revenue collection system. Urban management capacity will be strengthened. In general, by strengthening pro-active planning and management urban centers will deliver indispensable contribution to rapid economic growth and structural transformations.

vi. Accelerate Human Capital Development, Sustained Trainings; To Scale-Up The Technical And Know-How Capacity Of Different Agents Involving In The Economy Of The Region.

Accelerating human capital is key to enhance productivity, growth and transformation. Promoting healthy, educated and skilled human capital will enhance absorptive technological capabilities. So, especial emphasis will be given to expand

the accessibility and ensure quality of social development (Education, TVET and Health) to create skilled and competitive workforce to accelerate and sustain economic growth and development. Due attention will also be given to facilitate technological learning harmonized with economic development and supporting technological innovation capabilities in the next Growth and Transformation Plan period. Hence, Researches and studies will be promoted and encouraged. Particular attention will also be paid to upgrade knowledge and skill of technology absorption and utilization capacity based on a clear measurable plan for technological transition.

Accordingly, close monitoring and support will be given to facilitate implementation of national and regional science and technology innovation policy and strategy. The regional development goals related with education and health sectors will be integrated and implemented aligned with the national development objectives and priorities with special emphasis to Pastoralists and agro-pastoralists context.

vii. Promote And Implement Democratic And Developmental Good Governance Through Enhanced Implementation Capacity And Public Engagement

In the next Growth and Transformation Plan, concerted efforts will be made to consolidate the full implementation of reform programs, which have been carried out at all levels over the last years. The region will continue to make its efforts to improving tax administration system supported by modern information system, institution, modern and effective urban land development administration, which enables to establish the legal right to use land to enable the realization of good governance. Accelerate community mobilization and public engagement, building capacity of the community to enable them actively participate and contribute development activities and create national consensus and full ownership of the development.

viii. Promote Women and Youth Empowerment, Participation and Equity

The region is committed to promote the empowering of women and youth to ensure their participation in building democratic system & good governance, social, economic & cultural development process. In this regard, women and youth initiatives will aim to benefit and ensure access to credit and ownership of productive assets. Ensuring gender equality in education, employment, creating conducive environment for female students, increasing number of female teachers, enhancing ownership of land and other fixed assets, eradicating violence against women and children and harmful practices and eliminating gender-based discrimination practices, political and decision-making processes will be effectively implemented. The national GTP II and sustainable development goals related to women and youth empowerment will be fully implemented and aligned with the sectors' development

strategy to ensure benefit and participation of women and youth in overall economic, political and decision-making process.

ix. Building Climate Resilient Green Economy

During the Second Growth and Transformation Plan, the region is committed to building climate resilient Green Economy. Thus, regional government will focus on adaptation to climate change and mitigation of greenhouse gases emissions, reducing greenhouse gas emission through enhancing productivity of the crop and livestock sub-sectors that improve food security and income of farmers and pastoralists, protecting and rehabilitation of forests for their economic and ecosystem services.

2. MACRO-ECONOMIC PLAN

2.1. Strategic Direction

The Second Growth and Transformation Plan, in its macroeconomic plan, envisages building strong economic ground in the region to be able to meet the national goal of achieving to make Ethiopia a lower middle income country. In the next five years, the regional economy is expected to maintain the double digit economic growth that has been registered in GTP I period, ensure structural transformation in the economy, enhance macroeconomic planning, monitoring and evaluation capacity, investment development, job creation and poverty reduction. Moreover, efforts to boost up the revenue generating capacity of the region and hence scale up self-financing of development projects will be focused in GTP II period.

In the Second Growth and Transformation Plan (GTP II) years, the share of agriculture sector, which accounts, on average, 70% of the regional GDP in the past five years, is expected to decline and in turn the share of industry and service sectors are expected to rise. To that end, resources will be channeled in a way that promote industry sector, with particular emphasis given to manufacturing sub-sector; the revenue generating capacity will be consolidated, the tax system will be reformed and fiscal management system will be reengineered. Efforts to promote investment development and employment creation are central in the second growth and transformation plan. All in all, the core macroeconomic objectives of GTP II are:-

- Maintain the double digit economic growth rate that has been registered in the past couple of years, with plans to register 11 percent (in base case scenario) and 13.2% (in high case scenario) economic growth;
- Realize structural transformation;
- Scale-up Macroeconomic Planning, Monitoring and Evaluation Capacity ;
- Fiscal management system Reforms;

Investment Promotion, Employment Creation and Poverty Reduction.

2.2. Economic Growth

In the GTP II plan period, it is targeted to achieve 11 % economic growth, in base case scenario, and 13.2% in high case scenario. This goal is achievable as the region registered fast growth in the past five years the flourishing investment in the region will also be additional impetus to overall economic growth of the region.

2.2.1. Base case scenario

The annual growth rate of 11% under base case scenario is considered to achieve the national and regional long term developmental plans and vision to become a low middle income country by 2025. The major strategies envisioned to achieve the 11% growth rate includes, among others, expanding commercial agriculture in major river basins of the region, enhancing the productivity and marketing related issue in the livestock sub-sector, promoting private investment, scaling up the human capital of the region, step up ties with the federal government to work together in areas where there might be gaps in terms of technical, skilled human power and other strategic areas key for economic growth. The growth of the industry sector, particularly the manufacturing sub-sector is expected to be the engine of economic growth.

Table 2.1 Real GDP Forecast under the Base Case (2008-2012EFY) valued at 2010/11 price

Sector	Average Performance	Base Year	Sectorial Growth forecast (GPT II)					Average
	(2010/11-2014/15)	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	(2015/16-2019/20)
Agriculture and Allied Activities	8	8.1	9.7	9.6	9.5	9.5	9.3	9.5
Industry	6.3	11.6	20	21	21.5	22	23	21.5
Service	13.5	18.9	17.1	17.2	18.2	16.4	15.2	17.2
Gross Domestic Product (GDP)	10	11.8	10.1	11	11.2	11	11	11.00

The economic growth is expected to be broad-based, with agriculture, industry and service sectors to grow by 9.5%, 21.5% and 17.2% percent respectively.

In the past five years, agriculture has been the dominant sub-sector in the economy of the Ethiopian Somali regional state, taking an average of 70% share of the

regional GDP. The sector has registered an average of 8.0% growth in GTP I period. The agricultural sector in turn is largely dominated by livestock sub-sector. In GTP I period, for example, livestock sub-sector accounts, on average, 94% of agricultural GDP; with crop and forestry sub-sectors taking 5.6% and 4.45 of agricultural GDP respectively. In GTP II period, parallel to enhancing the production and productivity of the livestock sub-sector, efforts will be underway to diversify the agricultural sector particularly through crop sub-sector development. Forestry and fishing development works will also be a focus. Overall, widening the base of agricultural GDP will be effected in GTP II period.

To achieve this goal, expanding small scale irrigation, widening up of commercial farming, introducing and widening the practice of small scale farming in the agro-pastoral communities, introducing modern agricultural practices in farming, like fertilizers, introducing modern mechanized farming, scaling up investment in agricultural research and development, experience sharing of best agricultural (particularly in crop sub-sector) practices from other regions, utilizing the immense livestock potential of the region through expanding animal health extension services, re-engineering the livestock market and chain system , among others.

In GTP I period, industry has been growing on average by 6.3%. The performance of industrial sector in GTP I period reveals that construction and mining and quarrying sub-sectors are dominant in the industrial sector, with their respective contribution of 62.2% and 25.5% of real GDP; manufacturing sub-sector only contributes an average of 7.4% of industrial sector in the GDP. In GTP II period, efforts will be heightened to boost up industrial sector. To achieve this goal, industrial sector has top grow on annual average of 21.5% in the plan period. In GTP II period, the manufacturing sub-sector is expected to grow by an annual average of 21.9%. Construction, mining & quarrying sub-sectors are expected to show average annual growth of 16.3% and 17.9% respectively. Energy sub-sector will grow by an average of 10% per annum in GTP II period.

To achieve industrial sector targets, wide-scale efforts will be underway to attract private investment into the region in the GTP II period. In this regard, efforts will be exerted to promote the massive investment opportunities the region has, mobilizing the huge capital and skill that the Ethiopian Somali diaspora possesses will also be the focus of the regional government. As part of attracting the domestic and foreign investment in manufacturing sub-sector, the regional government, in collaboration with the federal government (Industrial Park Development Corporation-IPDC), industrial park will be introduced in the region. In partnership with the federal government, the region will provide conducive working environment to local and foreign companies interested in natural gas and oil explorations; scaling up the

financial, technical and skills of those involved in the construction sub-sector will also be done; enhancing the production and productivity of small scale mineral developers through equipping with the modern know-hows and technologies that supports their capacity will be a focus.

The service sector, which has been growing on average of 16.3% in the past five years, is also expected to maintain this growth, with annual average growth rate of 17.2% in GTP II period. The regional government will support private investment in whole sell and retail trade development. In this context, the small and medium scale enterprise development that participate particularly women and the youth will get various supports. Hotel and tourism development is also another area of focus as part of service sector development. Scaling up the impressive initiatives that particularly the Somali diaspora engaging in the hoteling business in major cities of the region will also get attention in GTP II period

In general, the planned 11% growth rate of the regional economy will be achieved through realizing the production and productivity in diverse economic sectors and sub-sectors. The economic growth under base case scenario will be crucial in laying foundations so as to realize the long term developmental plans as envisioned by the regional government in particular and federal government in general.

2.2.2. High Case Scenario

Although the base case scenario establishes an average annual growth of 11% in the coming five years, still the Ethiopian Somali region has immense potential to register even higher growth rate of 13.2% on average. In the context of high case scenario, agriculture is expected to show annual growth, on average, 11%. The industry and service sectors also planned to register a 24.2% and 19.2% growth respectively. The high case scenario is based on two assumptions: the huge potential of the mining sub-sector, with the natural gas and oil exploration efforts so far has been on the verge of completion. Hence the share of the industrial sector, powered by the mining sub-sector will be backbone of the regional economy. Moreover, the agriculture sector has immense potential to support the growth even more than it has planned in base case scenario.

Table 2.2. Sectoral Decomposition of GDP under the High Case Scenario (2008-2012EFY)

Sector	Average Performance	Base year	Sectorial Growth projection (in Percent)					Average Performance
	2010/2011	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2015/16-2019/20
Agriculture and Allied Activities	8	8.1	11	10.8	10.8	11.1	11.3	11
Industry	6.3	11.6	23.8	24.6	24	25.1	23.4	24.18
Manufacturing	6.2	7.5	23.9	25.3	26.2	26.7	28.4	26.1
Service	13.5	18.9	19.3	19.2	19.1	19	19.6	19.225
Gross Domestic Product (GDP)	10	11.8	12.0	12.2	12.4	12.2	12.0	13.2

2.2.3. Realizing Structural Transformation in the Economy

The Economy of Ethiopian Somali Regional State has been growing fast. However, the economy has been largely dominated by agriculture sector particularly in livestock sub-sector, with an average of 70 % of the regional economy. The overdependence of the economy on agriculture will be a challenge to promote sustainable economic growth. In this regard, diversifying the economy a lot has to be done to maintain the double digit economic growth and bring about economic transformation. Therefore, the region will give due attention to raise the share of industry particularly the manufacturing sub-sector in the economy to realize structural transformation in the coming years.

2.2.4. Raising the Share of Industry in the Economy

In terms of sectorial decomposition of economy of the region, agriculture sector has been the dominant sector in the past; the sector accounts on average 70% of the GDP; also the average share of industry and service sectors has been 4.8% and 25.2% respectively. In GTP II, however, the share of agriculture is expected to fall to 58.2%, and in turn the share of industry in the economy is expected to rise. At the end of GTP II period, the share of industrial sector to the regional real GDP is expected to be 12.4%. In this regard, the role of manufacturing sub-sector is expected to be significant, with the contribution of manufacturing sub-sector to the industrial GDP is projected to be 27%.

To achieve the goal of structural transformation, the ESRS will give utmost emphasis in promoting private investment. In this regard efforts will be exerted to mobilize the huge capital and skills that the Ethiopian Somali diaspora possess. To that end,

The regional government and the diaspora affairs office will stage diaspora mobilization forums in Europe, America and Australia, where large Ethiopian Somali diaspora exist will be staged so that they can invest the region. Moreover, optimizing the supports and opportunities that the federal government provides in a bid to promote manufacturing sector, like financial, technical, human capital and other supports will be utilized.

2.3. Fiscal Policy

The role of proper fiscal policy is key instrument in shaping key macroeconomic variables like economic growth, inflation, level of investment, among others. Cognizant of that, the government of Ethiopian Somali Regional State will use fiscal instruments to achieve the planned macroeconomic objectives. In GTP II period, efforts to enhance the revenue generating capacity of the regional government through modernizing tax administration system, implementing tax reforms, concerted efforts will also be extorted to widen the tax base and hence mobilize creating investments for capital formation, like infrastructure developments and human resources development. In line with the fiscal policy directions, the fiscal policy is aimed at enhancing the revenue generating capacity of the region and improving the efficiency and effectiveness of the fiscal regime. In general, GTP II fiscal policy related elements can be categorized in to two aspects:-

- Revenue and Expenditure Plan
- Plan to Improve the Fiscal Regime

2.3.1. Fiscal and Public Expenditure Plan

During GTP I period, the ESRS has shown significant progress in terms of raising its domestic revenue (revenue generated from the regional economy), where the revenue collected from tax and non-tax sources has grown more than seven folds, from birr 203 million in 2010/11 to birr 1.4 billion in the fiscal year 2014/15. Despite that, the region is still unable to unleash the full potential of the economy's capacity to generate revenue. Moreover, financing developmental activities through self-financing is becoming crucial as the ever increasing public expenditure on developmental endeavors is escalating. Hence, In the GTP II plan period, enhancing the revenue generating capacity of the region is given utmost emphasis.

Table 2.3 Expected Regional Revenue including Federal Subsidy and on budget Assistance (in Billions of ETB)

Description	Base year			Projection			Total
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	(2015/16-2019/20)
Total Revenue including Federal Subsidy and on budget Assessment	7.5	8.9	10.5	12.6	15.2	17.9	65.0
Domestic Revenue	1.5	2.0	2.4	3.0	3.6	4.2	15.3
Tax Revenue	1.0	1.3	1.6	2	2.5	2.9	10.3
Non-tax Revenue	0.5	0.6	0.7	0.9	1.0	1.2	4.4
Capital Revenue	0.02	0.02	0.02	0.03	0.03	0.04	0.1
Municipality Revenue	0.02	0.05	0.08	0.09	0.1	0.1	0.4
Subsidy from the Federal Government	4.8	5.9	7.1	8.6	10.5	12.6	44.7
SDGs Fund	1.2	0.97	0.97	0.97	1.0	1.0	4.9
On-Budget Assistance	0.03	0.04	0.03	0.03	0.02	0.02	0.14
Revenue including grants as total of GDP (%)	22	23	24	25	26	27	

The total revenue, including grants and Subsidy from Federal government in the GTP II period is planned to reach 65 billion birr. In this regard, subsidy from the federal government, domestic revenue mobilization (mobilized from the regional economy) and external assistances were identified to be key sources of ESRS government Budget. Subsidy from the federal government takes the largest share, accounting on average 71% of the planned total Budget. Domestic revenue is also another important source of finance, with tax revenue, non-tax revenue, capital revenue and municipality revenue being the major sources. In the plan period, a total of 15.3 billion birr is expected be collected from regional economy from tax and non-tax

sources, which accounts 24% of the planned total Budget in GTP II period. The share of the domestic revenue (regional) sources to real GDP at the end of GTP II period will reach 7 %. Assistances from external (mainly on budget assistance) are projected to be 140 million, accounting 0.2% of the planned total Budget in GTP II period. SDGs fund to be secured from federal treasury is another source of finance to implement GTP II, with the planned total Budget from these sources being 4.9 billion birr. This accounts nearly 8% of the total planned Budget in the plan period.

In a bid to achieve the objective of enhancing self-financing of developmental endeavors, efforts will be exerted to boost up the domestic revenue generating capacity. Domestic revenue mobilized at the end of GTP II period is projected to reach on average 4.2 billion birr, showing a 223% rise from the base year (2014/15) level. To achieve this goal enhancing the domestic revenue capacity of the region through realizing tax reform, implementation of tax information system; make the tax system effective and efficient; widen the tax base of the region will be the major focus in the coming five years.

2.3.2 Expenditure Needs

In the next five years, the region shall accomplish different programs with multidirectional approaches in governmental sectors. For the successful completion of these programs, there shall be an outlay of 94 billion birr.

The total demand of capital expenditure and formal budget in different government sectors and pro poor sectors is stated here under.

Table 2.4: Expenditure need by type of Budget (in Billions of ETB)

Description	Base Year (2014/15)	2015/16	2016/17	2017/18	2018/19	2019/20	Total (2010/11- 2014/15)
Total Expenditure	7.5	10	13	17	23	30	94
Recurrent Expenditure	3.5	4	5	6	7	8	29
Capital Expenditure	4	6	8	11	16	22	65

2.3.3. Financing the sectoral plans

To implement planned programs and projects, and hence to meet the goals of GTP II, one key element is financing requirement of the plan. In the context of Ethiopian Somali Regional State (ESRS), the major type of financing identified is budgetary

financing. In the second Growth and Transformation Plan (GTP II), financing development projects through regional capacity has got emphasis. The total expenditure required to implement GTP II is planned to be 86 billion birr.

The expenditure plan is in such a way that much of government resources will be channeled to projects and programs aimed at capital formation and poverty reduction. On average 63% of the total planned expenditure will be outplayed to pro-poor developments in the plan period.

In the context of total expenditure, general development, economic development, social development and subsidy to woredas shares of the planned total expenditure, with their respective average annual share from total expenditure being 18%, 29%, 23 and 29% respectively.

In GTP II period, much of the government expenditure will be outplayed to finance pro-poor developmental programs and projects.

Table 2.5. Total Expenditure needs by Sector (in Billions of ETB)

	Average Performance (2010/11-	Base Year (2014/15	Yearly Projection					Total
Sector	2014/15)	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	(2016/11- 2019/20)
Total Expenditure	6.2	8.1	10.4	15.2	18.09	23.13	26.54	93.41
General Development	1.2	1.5	1.85	2.45	3.04	4.68	5.14	17.16
Economic Development	1.5	2.1	2.5	4.5	5.5	6.5	8.9	27.9
Social Development	1.6	2.1	2.75	3.75	4.15	5.25	5.5	21.4
Subsidy to woredas	1.9	2.4	3.3	4.5	5.9	6.7	7	27.4

Table 2.6. Expenditure needs for pro-poor sectors (in Billions of ETB)

Sector	Base Year (2014/15)	2015/16	2016/17	2017/18	2018/19	2019/20	Total (2010/11 - 2014/15)
Total Capital Expenditure	4	6	8	11	16	22	65
Agriculture and Livestock	0.31	0.75	1.12	1.55	2.38	3.25	8.79
Education	0.40	1.03	1.43	1.98	3.11	4.35	6.28
Health	0.34	0.72	0.98	1.45	2.22	3.25	7.73
Road	0.36	0.56	0.83	1.19	1.95	2.63	8.25
Water and Irrigation	1.23	1.69	2.28	3.16	4.72	6.58	15.45
Total Pro-poor Expenditure	2.64	4.75	6.64	9.33	14.38	20.06	55.16
Other Sectors	1.64	1.65	1.76	1.96	2.05	2.08	9.50
Share of pro-poor from Total Capital (%)	62%	76%	83%	85%	90%	91%	

As can be seen from the above, there is a deficit of 29 billion birr between total expenditure needs and expected formal budget, the expenditure gap will exist in the areas of capital projects investments for the coming growth and transformation plan (GTP II) period.

Therefore, the budget deficits of GTP II shall be bridged and covered through public participation on development by using labor force in areas of road construction, conservation of natural resources, Irrigation and urban development works by 1 billion; from development associations like ESDA, Local and International NGOs operating in the region by 10 billion, and from loans and Support through Channels one, two and three by 15 billion; lastly, organizing telethons from individuals and funds from diasporas by 3 billion. Further opportunities shall also be expected from own domestic revenue source increase.

3. Improving the Fiscal Management

To promote economic growth and achieve overall developmental targets, there needs well-functioning fiscal regime. To this end, improving the tax system is crucial. To achieve this goal, efforts will be exerted to redesigning the tax regime in a way that improve the efficiency and effectiveness of the tax system, guarantee fair taxation

system. As the tax regime is reformed, the tax base is also expected to widen.

Overall, the following will be core elements of the planned tax reform:-

- ✦ Equipping those workers engaged in the tax collection with the relevant knowledge, discipline and attitude will be undertaken
- ✦ Efforts to register the taxpayers in the region will be stepped up;
- ✦ Modernizing the tax system will be consolidated. In this context, equipping the staff with modern devices, integrating information communication technologies in tax administration is vital.
- ✦ Enhancing taxpayers self-compliance from 52% to 82% and increase tax collection in the region on average 25% annually;
- ✦ Enhancing tax payers' education and awareness creation from 8,200 tax payers to 24,600 tax payers annually.
- ✦ Increasing the developing, producing, delivering and distributing of information bulletins, pamphlets, brochures, booklets and magazine from 3,250 pieces to 160,000 pieces.
- ✦ Increasing tax audit operations on governmental offices from 27 to 60 offices, woredas and city administrations from 13 to 93 woredas and 6 cities, private business from 63 to 180 businesses, companies from 13 to 48, NGOs from 0 to 20 organizations annually.
- ✦ Increasing improved tax information intelligence operations from 53 % to 90%.
- ✦ Increasing legal measurement actions on violations against tax laws from 81 % to 95% in order to effectively enforce the tax laws.
- ✦ Increasing the development, preparation, localizing and implementation of various reform packages from 4 reform programs to 16 reforms.
- ✦ Increasing TIN and VAT Registration Center Establishment from 10 to 40 centers
- ✦ Increasing registration of various levels of tax payers from 47,704 tax payers to 247,704 tax payers
- ✦ Expanding the number of VAT tax payer registration from 988 VAT tax payers to 6,098
- ✦ Expanding the number of Cash Register Machine (CRM) distribution to tax payers from 330 CRM to 1030 CRM.

3.1. Scale-Up Macroeconomic Policy and Management Capacity Building

Macroeconomic planning and management is central in achieving developmental goals. In GTP II period, emphasis is given to consolidating the macroeconomic planning and management capacity of the region. In line with this objective, the following elements will be focused:-

- ❖ Regional Plan Preparation and Monitoring and Evaluation capacity building
- ❖ Fiscal Management Capacity Building
- ❖ Revenue Authority Capacity Building

3.1.1 Regional Plan Preparation and Monitoring & Evaluation Capacity Building

The Ethiopian Somali Regional State finance and economic development bureau will be a body at the center of regional socio-economic development planning, monitoring and evaluation. The bureau is expected to work in close collaboration with the federal planning commission and other sectoral stakeholders at the national and regional levels. The think-tanks working on socio-economic research, economic policy analysis and conducting development plan will be also key allies of the bureau of finance and economic development.

In the GTP II period, wide scale endeavors will be undertaken to consolidate the regional capacity in terms of macroeconomic planning and monitoring,

- Scale-up the Regional Capacity to Plan, Monitor and Evaluate the Macro-economy
- Improve the Macroeconomic Planning, Monitoring and Evaluation System

★ **Scale-up the Regional Capacity to Plan, Monitor and Evaluate the Macro-economy**

- ⊕ Conduct study on regional development parameters and estimate regional GDP annually;
- ⊕ Prepare Medium Term Expenditure Framework (MTEF) to indicate effective functional allocations
- ⊕ Regional data communication and exchange systems will be established where data will flow from woreda to RSBs and linked to BoFED central data unit;
- ⊕ Macro-economic assumptions, including at least estimates of aggregate growth, inflation and exchange rate will be prepared
- ⊕ Annual budget documentation and budget supporting documents will be included in the budget information

★ **Improve the Macroeconomic Planning, Monitoring and Evaluation System**

- ⊕ Initiate and implement new grant formula that distributes resources fairly; ⊕ Establish database for public holding fixed assets for depreciation, maintenance and disposal purposes
- ⊕ Developmental information management system will be capacitated at woreda level
- ⊕ Detailed and key performance indicators will be developed and institutionalized for monitoring and evaluation framework.

- ⊕ Regional GTP II goals, targets and indicators will be linked to National GTP II and global SDGs for measuring performances.
- ⊕ Capacitybuilding will be conducted on areas of statistics and data management system

3.1.2. Fiscal Management Capacity Building Plan

GTP II envisages realizing strong institutional arrangements towards building strong fiscal management system. In this regard, ensure fair and efficient resource allocation system; Supports and on job training will be provided to budgetary institutions on budget preparation and management, independent body of the procurement process will be established for handling procurement complaints and database for fixed assets will be established at the budgetary institutions to easily control the property situation. Furthermore, in order to enhance public financial management system, public procurement procedures will be improved; accounts, disbursements and cash management system will be strengthened, financial control, financial transparency and accountability will be improved. Finally, single pool system at woredas level and external resource mobilization will be enhanced in the coming five years.

3.1.3. Revenue Authority Capacity Building Plan

in a bid to scale up the implementing capacity of the revenue authority, wide range of activities will be undertaken to enrich the bureau's human capital, logistical and institutional capacity. In this context, wide range of activities will be exerted:-

- ✓ Staffing the Revenue bureau with qualified personnel,
- ✓ Undertake capacity building of Staffs
- ✓ Develop monitoring and evaluation on revenue collection activities;
- ✓ Enforce the code of conduct related to revenue collectors;
- ✓ Establish strong public relation system

3.2. InvestmentDevelopment, Employment Creation and Poverty Reduction

3.2.2. Investment Development

Ethiopian Somali Regional State has immense investment potential. GTP II envisages unleashing this potential. In this regard, investment priorities were identified in line with the comparative advantages, in the realm of human and natural capital the region is endowed with. Efforts will be exerted to investment promotion

to attract domestic and foreign investment, create conducive environment for investors there by improving the legal, institutional and policy issues. Moreover, investment priorities will be in line with regional and national plans to realize economic transformation thereby raising the share of industry in the economy. As such, special support will be given for investors who are supposed to engage in manufacturing.

3.2.3. Employment and Poverty Reduction

In the past five years, the wide scale public and private sector development endeavours in Ethiopian Somali region has improved the infrastructural coverage, scaled up human capital of the region and reduced the number of those living under absolute poverty. In GTP I period, the real per-capita income of the people in region has grown by 27%, from its level of USD 300.50 in 2010/11 to USD 528 in 2014/15. Despite those achievements, high rate of rural to urban migration, draught, urban unemployment and poverty remain the major socio-economic problems of the region.

Table 2.7 Per-capita Income, and Level of Poverty Projection (2015/16-2019/20)

Description	Average Performance	Base Year	Projection					Average Performance
	2010/11 - 2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	(2015/16 - 2019/20)
Real Per capita Income (in USD)	528	528					1,070	854
Overall Poverty Level %)	24.5	24	21.4	20.7	19.7	18.3	17.4	19.6

In GTP II period, overall head count poverty level in the region is projected reduce by 5.6%. The regional poverty level is projected to be 17.4% at the end of GTP II period. Moreover, the per-capita income of the people in the region is projected to reach 1070 in USD at the end of the plan period. Efforts to generate job is also one key goal of GTP II. At the end of plan period, jobs that benefit some 1 million people in the region will be created.

To achieve these goals, on average 63% of the planned government expenditure will be spent on pro-poor developmental endeavors. In this regard, stepping up efforts to sustain the double digit economic growth the region has been registering is vitally important. Promoting investment, realizing just economic order, where people benefit from the economic growth is the pillar of poverty reduction plan.

As part of rural development and poverty reduction, resources will be channeled towards enhancing and re-building the household asset thereby scaling up the reliance capacity of pastoral and agro-pastoral communities.

In this regard, enhancing the natural capital of communities is the pillar of drought resilience objectives. To that end, soil and water conservation works, afforestation and re- afforestation activities, and community mobilization works in environmental conservation endeavors will be a focus. As one of the rural poverty reduction strategy, safety net program would be scaled up in GTP II period. Overall, creating alternative sources of income and building the household asset of pastoral and agro-pastoralists will be implemented in GTP II period.

The major socio-economic problems in urban areas of the Ethiopian Somali region in GTP I period, were identified to be influx of rural-urban migrants, unemployment and poverty. As the expanding rural-urban migration is due to mainly drought and asset depletion of rural households, in the next five years, efforts will be underway to boost up the natural and physical capitals, two most important elements that help build the household assets. In a bid to mitigate the urban unemployment problem, small and micro industrial development will be effected on massive scale. To meet this goal, provision of capital through micro-finance institution and Development banks expansion, enhancing the skill and capacity of people would be a focus. As part of urban poverty reduction plan, the urban safety net program would be implemented in collaboration with the federal government and other development partners.

4. ECONOMIC SECTOR DEVELOPMENT PLAN

4.1. Agricultural and Rural Transformation Plan

Strategic Directions

In GTP II, agricultural and rural transformation plan envisaged to build strong agricultural sector that can withstand the climate change, bring about fast and sustainable agricultural development mainly by enhancing the production and productivity of livestock sub sector. Hence, in GTP II special emphasis will be given to pastoral and agro-pastoral development works, diversify the agricultural sector, from the traditional livestock sector to small scale and large scale commercial livestock and crop production. Smallholder's agrarian and pastoral agriculture will continue to be the main source of agriculture growth and transformation. In the course of agricultural transformation, it is believed that natural resource protection and conservation is instrumental. In this regard, the plan document envisages clear goals and strategies to enhance the natural capital stock through reduction of soil and water conservation, afforestation and re-afforestation. Along with endeavors for agricultural development, efforts to mitigate food insecurity, improve disaster and risk management, improve emergency response system will be focused. Modernization of the agriculture sector is a key to transform the sector. In this

regard, enhance the modern agricultural inputs like fertilizers, herbicides and pesticides, modern farm management; mechanization of agricultural practices (crop cultivation and animal husbandry) is focused. Agricultural modernization efforts will be complemented by agricultural research and development. Moreover, equitable distribution from the natural capital (agricultural income, small scale mining, forestry and park development) takes integral part of agriculture and rural transformation plan.

Objectives

The agricultural sector development plan has the following objectives: (i) bring about accelerated and sustained growth of agriculture within the framework of the Climate Resilient Green Economy Strategy that equitably benefits people at all levels and that realizes structural transformation of the sector and the overall economy (ii) Bring about a significant shift in agricultural productivity, build productive capacity and thereby enhance the contribution of the sector to the economy and stabilizing the macro economy; (iii) to enable women, youths and other stakeholders participate in a structured and organized manner to contribute their part and benefit from the development outcomes.

Major Targets

The major targets set to achieve the objectives of agriculture sector development in GTP II are:

A. Livestock and Pastoral Development

Livestock is the major source of livelihood base for the population of Somali region of Ethiopia. The region is estimated to have more than 35 million heads of livestock comprising of cattle, sheep, goat, camel and equines. With 80% of the population resides in the rural areas, who are either pastoral or agro-pastoral, their livelihood is largely dependent on livestock. Livestock provides food, cash income, source of wealth saving, means of transport and draught power for land cultivation. Cognizant of the economic importance of the livestock subsector, the sub-sector will get special emphasis. In GTP II, regional livestock and Pastoral Development Plan have been integrated to the national Livestock Master Plan (LMP). Accordingly, the LMP is a grander scheme designed for livestock development across various agro-ecologies and production systems in the country, the Regional Livestock and Pastoral Development Plan aims to customize the LMP to local contexts of pastoral and agro pastoral production systems.

The major objectives of the Livestock and Pastoral Development Plan are identified to be, among others, which are the following:-

- i.** Bring about swift socio-economic development in pastoral and agro-pastoral livelihood systems of the region;
- ii.** Increase the production and productivity of livestock resources for optimal economic benefit;
- iii.** Realize a robust contribution of pastoral livestock production to the overall success of GTP II;
- iv.** Establish an image of Ethiopian Somali Regional State as an economic hub of pastoral and livestock production in the country;
- v.** Maximize the dairy and meat production to a commercially viable proportions;
- vi.** Enhance the quality of livestock and livestock products and rendering them competitive in domestic and international markets;
- vii.** Promoting robust market infrastructure for livestock and livestock products and strengthening linkage among various actors along the livestock value-chain;
- viii.** Contribute to climate mitigation and adaptation and meet countries Climate Resilient Green Economic development strategy (CRGE).

A.1) Livestock Production and Productivity

To enhance livestock production and ensure draught animal handling and welfare, Enhance Livestock genetic improvement, Improve the coverage, quality and regulatory aspects of animal health services in the region, Improve Rangeland management and productivity, Improving animal nutrition and feed supplementation will be focused in the plan period.

Moreover, efforts to scale up the productivity of livestock will get due emphasis under GTP II plan. Accordingly, average daily milk yield from indigenous cows and crossbred cows is predicted to increase from 1.51 liters and 8 liters per cow per day (respectively) in 2014/15 to 2.43 and 12 liters per cow per day (respectively) by 2019/20. Camel milk productivity is expected to show an increase from its level of 3.75 liters per camel per day in 2014/15 to 6.04 liters per camel per day in by 2019/20. Meat production, from cattle, goat and sheep average carcass yield is targeted to reach 138, 12 and 14 kg (respectively) by 2019/20, from its level of 107, 8 and 9 kg (respectively) in the base year period. The average honey yield per harvest from frame hives is projected to increase yield from 20 kg in 2014/15 to 30 kg by 2019/20.

The following major targets are set for livestock production during the period of GTP II:

- (i) Total milk production (Cattle, camel, goat and sheep) is projected to increase to 1,320 million liters by the end of the plan period;
- (ii) Total meat production (cattle, camel, goat, sheep, poultry and fish) is projected to increase to **1,256 thousand** tons by the end of the plan period;
- (iii) Total skins and hides production is projected to increase to 21.36 million by the end of the plan period;
- (iv) Total eggs production is projected to increase from 23.6 million in 2014/15 to 43 million by the end of the plan period;
- (v) Total production of honey is projected to increase from 6,099 tons in 2014/15 to 10,026 tons by the end of the plan period.

A.2) Livestock Market Development

The Somali region of Ethiopia is endowed with huge livestock resources potential. Good management and development of these resources can bring rapid socio-economic transformation to the inhabitants of the region. Livestock production in the region is characterized by traditional system of production. Moreover, there is no market oriented livestock production. Under GTP I, a quarantine station was planned around Jijiga area, which is under completion stage. In addition to that, Jijiga Export Slaughter house (JESH) for meat processing has been established at Fafan kebele of Jijiga woreda. JESH will be holding animal stock of over 45,000 animals and over 5,000 cattle and it will be slaughtering 2000 small stock and 200 cattle per shift of eight hours. It is expect to export about 20 MT of chilled red meat and about 25 MT frozen red meat per day. JESH will also be exporting animal by-products to Asian countries. As a result, they have not yet moved to processing stage which could create mass employment and get maximum return. Moreover, proper and legal exportation of the region's livestock is very minimal which resulted illegal trade business, frequent drought and shocks on pastoralist and agro-pastoralist community.

The inhabitants of the region are not benefiting from the huge number of livestock resources in the region and much of the region's population are food insecure who receives food handouts provided by humanitarian organizations. Similarly, livestock production is very traditional, and there is no market oriented livestock production. Therefore, to get more benefit from this huge number of livestock, the SRS, Livestock and Agricultural bureaus were set a clear strategy to both for animal health and production to achieve the planned activities regarding to the Somali region GTP II plan of 2015 to 2020.

The livestock population track is changing in almost every year due to the climate change that causing a droughts in most parts of the region but in the other side there is not an appropriate livestock market, for example, cattle and camel population are double increased for the last two decades. The estimation of Livestock population census in Somali region has been implemented in different times by difference agencies. In 2000/4 has been surveyed by Industrial Project Service, IPS, while the SRS, BoFED has been done surveyed the livestock population In different times, including 2014/16 and 2017/18. The following table, 1 and figure

are indicates the livestock population, implemented by different agencies and the years of surveyed.

Due to many constraints. Livestock market challenges are: Outbreak of diseases which result frequent trade bans, recurrent droughts and followed animal feed scarcity, inadequate livestock market infrastructure, lack of strong local livestock trading associations which can compete and bargain international livestock brokers and absence of sufficient livestock market promotion activities.

All in all, the utilization of livestock resources are limited, despite the fact that a number of opportunities. Some of those opportunities that support livestock marketing development in the region includes:

- i. Availability of huge livestock number;
- ii. Proximity of the region to the border;
- iii. Availability of huge market potential in the Middle East;
- iv. Availability of air transport facility;
- v. Markets and consumers' preference to the meat of the region's livestock.

Livestock market development plan envisages on two key inter-related issues: Mitigate core problems to be challenges in the livestock marketing; and tap those opportunities the sub-sector enjoys identified and outlined in the aforementioned paragraphs.

B. Crop and Horticulture Development

During GTP I period, agriculture sector has been largely dominated by livestock sub-sector. The role of crop and horticulture sub-sectors has been minimal in the agricultural GDP of the region. In GTP II period, emphasis will be given to promote cultivation of crop and horticulture in the region. The production of crops on small scale farming basis will have special attention. As it employs the larger mass of rural population, requires lower capital, and enable achieve more equitable distribution income from the crop sub-sector. In this regard, the regional government will work in provision of fertilizers and other agricultural inputs facilitate schemes farmers get modern agricultural tools (machineries), technical assistances and trainings. On the river basins, provision of land for investors who are interested on large scale farming will also be part of the crop and horticulture plan. To that end, provision of conducive working environment for investors, attractive investment packages like: facilitating ways investors secure loans and other technical assistances will be done. Overall, the plan envisages crop and horticulture development key in complementing the broader plan to bring about agricultural transformation in the region.

B.1. Crop Productivity and Production

In GTP II plan period, wide and integrated activities will be done to achieve crop production and productivity. Targets to achieve Crop production and productivity plan of GTP II are the following:-

- Average productivity of maize, sorghum and wheat is set to increase from 22, 13 and 20 quintals per hectare, respectively in 2014/15 to 33, 39 and 29 quintals per hectare, respectively in the year 2019/20. The production of maize, sorghum and wheat is also expected to increase from the respective levels of 5.72, 1.69 and 1.95 million quintals in 2014/15 to 14.5, 6.4, and 4.8 million quintals, respectively in the year 2019/20.

- The productivity of cash crops, like rice and chickpea is targeted to show an increase from their respective levels of 40 and 12 quintals per hectare to 55 and 16.2 quintals respectively, at the end of the plan period. Moreover, the production of rice and chickpea will show increase from their respective levels of 0.01 and 0.02 million quintals to 0.04 and 0.14 million quintals in the year 2019/20.
- Average productivity of pulses and oilseeds crops like sesame and ground nuts are projected to increase from the respective 6 and 11 quintals per hectare to 8.8 and 16.2 quintals per hectare in 2019/20, respectively. The production of sesame and ground nuts are also set to show increase from the respective levels of 0.06 and 0.04 million in the year 2014/15 to 0.14 and 0.1 million quintals in the year 2019/20, respectively.

B.2. Horticulture productivity and Production

GTP II envisages a significant shift in productivity and production of the horticulture sector and ensuring quality. The plan targets smallholder farmers and small scale investors as key stakeholders in horticulture development. The role of large scale horticulture development, by domestic and foreign investors will also get focus in the plan period. The GTP II horticulture development plan targets the following:-

- Average productivity of major vegetables like onion, tomato and pepper is set to increase from 105, 88 and 100 quintals per hectare, respectively in the years 2014/15 to 154, 129 and 147 quintals per hectare, respectively in the year 2019/20. The production of onion, tomato and pepper is also expected to increase from the respective levels of 8.20, 0.57 and 0.55 million quintals in 2014/15 to 20.3, 1.42, and 1.42 million quintals, respectively in the year 2019/20.
- The productivity of major vegetables , like papaya, banana and orange is targeted to show an increase from their respective levels of 150, 200 and 120 quintals per hectare to 258, 337 and 203 quintals per hectare respectively, at the end of the plan period. Moreover, the production of papaya, banana and orange will show increase from their respective levels of 0.49, 0.39 and 0.08 million quintals to 1.42, 1.11 and 0.22 million quintals in the year 2019/20.

C. Natural Resource Conservation and Utilization

To undertake crop and horticulture development with adequate moisture, the on-going natural resources conservation work has to be transformed to the next higher level. To this effect, targets are set to improve natural resource conservation and utilization in three areas of activities: rural land administration, watershed

management and expansion of small scale irrigation through rain water catchment, underground water and river diversions.

C.1. Soil Conservation and Watershed Management

The major targets in soil conservation in GTP II plan period includes:-

- i.** Soil and water conservation works to rehabilitate 419.000 hectare of degraded land;
- ii.** Conduct soil analysis in woredas of the region;
- iii.** Develop land use mapping to keep agricultural land productivity constant;
- iv.** Improve the sustainable and wise utilization of the natural resources;
- v.** Awareness creation of technical mechanism of climate resilience;
- vi.** Construct 300 concrete dams from rain water catchments , Implement 317 km long concrete canals, 370 hand dugs and 405 ponds in potential water areas to promote small Scale Irrigation system;
- vii.** Construct 316 wells to manual tube drilling by utilizing underground water potential for domestic use and irrigation purpose;

As part of enhancing the capacity of the natural capital, various activities will be undertaken in the GTP II plan period. In this regard, wide scale afforestation programs will be launched through mass community mobilization. To that end, establishments of 114 nurseries and 6,200,000 seed ling are set to achieve at the end of the plan period. To retain runoff and increase infiltration, enclosure of 38,850 hectare of degraded rangelands will be done in the plan period. Moreover, to mitigate deforestation divergent alternatives will be considered. As part of mitigating deforestation, reduction of overdependence on charcoal, which is the major factor behind the problem of deforestation in the region, is focused. In this regard alternative sources of energy, which are modern, renewable and clean, will be introduced and disseminated in the urban and rural areas. As the larger pastoral and agro-pastoral communities use charcoal production and sale as alternative sources of income, job creation that enables communities to get alternative income is integral in GTP II.

C.2. Rural Land Administration

The major targets identified in Rural Land Administration in GTP II period are:

- i.** Create enabling conditions for the implementation of the land administration and use objectives;

- ii. Implement the rural land administration and utilized system under eight districts (four riverine and four rained areas);
- iii. Provide second level rural land certification for 60,000 parcels and address 100% rural land legal framework;
- iv. Improving grazing land management, strengthening and expanding of livestock health services.

D. Food Security, Disaster Prevention and Preparedness

The major targets set in Food Security, Disaster Prevention and Preparedness includes the following:-

- i. Preparation of emergence stocks (Non-Food Items, (NFI) for 30,000 House Holds (HH) for Normally Internally-Displaced People (IDP), due to Flood, drought and conflict hazards;
- ii. Preparation food of emergence reserve for response sufficient for 60,000 HHs;
- iii. Enhance the logistic capacity of effectiveness of the region`s emergency response through Purchase of 200 trucks in the region;
- iv. Increasing number of emergency boats from 3 to 10, and maintaining the existing ones;
- v. Constructions of 9 warehouses and maintain (upgrade) the warehouses located in different parts of the region.

In GTP II period, efforts to scale-up voluntary resettlement will be a focus. Moreover, supports will be channeled to households already settled through voluntary settlement program in the past to enable them become food self-sufficient.

E. Improved Production and Productivity through Strengthening Demand Driven Agricultural Research works

The major targets and objectives set in areas of strengthening demand driven agricultural research during the GTP II period are the following:

- i. Improve the research and development capacity of the region;
- ii. Avail a total of 252 technology and information (122 technologies and 130 information/knowledge packages) in crop, soil, water, agricultural mechanization and socio-economics;
- iii. Deliver 226 research outputs that enhance the productivity of agriculture sector;
- iv. Deliver 38 different technologies on livestock breeding; nutrition; and animal health priority research issues;
- v. Deliver 97 technologies on crop breeding; agronomy; protection; and nutrition priority research issues;

- vi. Innovate/invent/adopt and disseminate 11 rangeland management related technologies.

F. Graduate Youths and Private Sector in Agricultural Investment

In GTP II period, wide scale activities will be undertaken to mobilize youth and college/TVET graduates to participate in agricultural investments in an organized manner. The plan envisages production of inputs for agro-processing industries and for the export market at the end of the plan period.

Implementing Strategies

A. Livestock and Pastoral

Development Dairy Farming

To achieve the goals established in enhancing dairy production/productivity in pastoral and agro-pastoral areas of the region, the following strategies will be used:-

- ★ Support the production and marketing of dairy production at all scales: from Small-scale to medium scale and intensive dairy farms
- ★ Disseminating improved agricultural technologies and genetic improvement to increase milk yield thereby:
 - Increasing the daily and lactation milk yield,
 - Prolonging lactation length
 - Shortening age at first calving and calving interval
 - Limiting factors in milk yield of local dairy livestock breeds
- ★ Improve animal feed both in quality and quantity
- ★ Improving animal health, the major interventions will focus on improving the feed and health situation, and linking with market. However, in selected pocket areas (areas with irrigation facilities, conducive environment and market), crossbred cows will be used for dairy production; Improve the milk value and supply chain

Meat Development

The increase in meat production will mainly be achieved by interventions and implementation strategies specifically set to suit for pastoral and agro-pastoral production systems. In this regard, the interventions are those directed towards:-

- ✦ Selection or replacement of indigenous breeds by better producing indigenous breeds
- ✦ Crossing with indigenous breeds;
- ✦ Community base small ruminant breeding;
- ✦ Improving the animal health service, feed and water availability, feed quality, improving marketing infrastructure;
- ✦ Incentivizing private investment in meat processing and export;
- ✦ Establishing data base and information system for animal identification and traceability;
- ✦ Creating conducive environment through policy support for better use of community or clan owned range lands in the pastoral areas;
- ✦ Enhancing feed access following the different feed production strategies, through among others
- ✦ Destocking male calves from the pastoral and agro-pastoral areas with scarce feed resources and linking to feedlots in areas where feed resource is relatively better such as areas with high crop residue, hay and agro-industry by products;
- ✦ Improved management and feeding practices targeting both domestic and export market
- ✦ Create favorable environment that attracts investors to involve in small and medium fattening feed lots
- ✦ Promoting fattening feedlots across the region, especially in basin areas of resettlement and urban and peri-urban areas

Poultry Development

- ★ In the plan period, interventions will primarily focus on popularization and dissemination of poultry production technologies
- ★ Promotion of small, medium and large scale poultry (both layer and broiler) farm enterprises in urban, peri-urban and basin as well as sedentary rural areas.
- ★ Establish 5 poultry breeding centers in 5 different potential corridors for poultry production in the region
- ★ Adoption and dissemination of 5 semi-scavenging chicken breeds in basin resettlement areas and sedentary rural areas whereby 250,000 households would be beneficiaries

Apiculture and Aquaculture production

Unlike poultry farming, apiculture is very popular in the region but remains by far underutilized and less productive vis-à-vis the huge potential for the sector that exists in the region. To achieve the targets set for honey and bee wax, the following strategies will be employed:-

- ★ Adopt and scale-up available technologies and experiences that improve production and productivity of honey to engage more beneficiaries.
- ★ Designing compressive apiculture packages based on experiences so far and extends to new farmers and new areas.
- ★ Improving the skill and knowledge of farmers on modern bee farming techniques like delivering practical trainings to farmers to solve the problem of honey bee colony
- ★ Providing farmers with modern bee farming tools like modern bee hives

Skin and hides production

The major interventions in skin and hides sub-sector will focus on value-adding activities that improve the quality and quantity of skin and hides, with the following strategies:-

- ★ Scaling up the experiences achieved from the implementation of ecto-parasites control program, improve extension service on pre and post slaughter hides and skin management,
- ★ Improve the participation of different stakeholders engaged in hides and skin trade and manufacturing,

- ★ Design a holistic project that solves the existing quality problems through transformation of the production system from a free grazing system to a restricted grazing with market orientation,
- ★ Increase livestock production and productivity to increase off take of cattle, small ruminants and camel.

Ensure Draught Animal Handling and Welfare

Intervention areas to improve harnessing techniques and farm implements used in draught animals will concentrate on generating baseline information on welfare status and harnessing practices applied on working animals (camels, oxen, mules, horses, and donkeys) across the region; and adopting improvement technologies from elsewhere.

Enhance Livestock genetic improvement

- ★ Indigenous cattle breeds will be inseminated with semen produced in the country or imported. The insemination effort will be enhanced along with introduction of estrus synchronization in intensive farms. Increasing the
- ★ number of crossbred cows.
- ★ The semen and liquid nitrogen distribution system will be improved to make accessible to the AI technicians.

Improve the coverage, quality and regulatory aspects of animal health services in the region

- ★ Improve coverage, quality and regulatory aspects of animal health services
- ★ Improving animal health information system capable of generating real time epidemiological information which will help for investigation, control, early warning and early reaction
- ★ Strengthening the animal disease diagnostic and investigation capacities of the regional veterinary laboratories
- ★ Strengthening and quality assurance as well as equipment calibration system will be introduced
- ★ Develop a system meant to identify, control, devise and implement the causes for unusually high young stock mortalities experienced in various production settings
- ★ Building capacity of veterinary drug and feed inspectors and animal products, veterinary drug and feed quality control center.

Improve Rangeland Management and Productivity

- ✦ Popularization of continuous and season-long grazing system, deferred rotation and rest-rotation system, grazing system based on seasonal suitability, grazing system based on best pasture, grazing system preferred for short duration
- ✦ Initiate development policies to rangeland use related issues
- ✦ Creation of mechanism whereby rangeland utilization is based on stocking rate per hectare and paddocking/paddock size of the grazing land
- ✦ Increasing pastureland enclosures for proper management and preservation of biotic and abiotic components of range ecology with improved methods in pastoral and agro-pastoral areas through community mobilization
- ✦ Sawing/over sawing with improved forage with rehabilitated rangelands.

Dissemination of improved forage technology packages

- ✦ Increasing production of improved cultivated forage in both irrigated and rain-fed areas of the region

B. Crop and Horticulture Development Scale

Up the Production and Productivity

- ✦ Development and dissemination of high yield varieties, having short and intermediate maturity periods with good stand yield and tolerance to pest,
- ✦ Developing and popularizing of agronomic and other production package technologies
- ✦ Multiplication of pre-basic seeds for all improved varieties
- ✦ Integrating the private sector, seed enterprises and affiliated cooperatives in the multiplication and distribution of improved seed to end users
- ✦ Supply pesticides, fertilizers, pre- and post-harvest machinery services, like harvesting and threshing machines
- ✦ Continuous capacity building and follow up to help agro-pastorals and sedentary farmers use the proper recommendations from the production packages, proper usage of fertilizers and agro-chemicals
- ✦ Implementation of value-chain-based crop and horticulture production approach;
- ✦ Motivate private investors to start commercialized irrigated farming;
- ✦ Devising a system of market linkage to reduce price fluctuation and create a sustainable and predicted market.

Increase the availability of various agricultural machineries in the region

- ✦ Encourage agricultural mechanization service delivering institutions and private firms
- ✦ Facilitate credit services for farmers, who cannot afford to buy agricultural mechanization technologies
- ✦ Create environment for establishment of spare parts and maintenance service centers by private investors and established rural youth groups (men and female)
- ✦ Purchase planned agricultural machinery through government purchasing system and deliver targeted 'woreda' and government organization.

Agricultural inputs supply and utilization for production improvement

- ✦ Facilitate input credit for credit needy farmers;
- ✦ Scaling up of the new and piloted voucher credit system to be implemented by rural saving and credit institutions in cooperation with woreda bureau of agriculture and financial institutions;
- ✦ Promoting small scale seed production in collaboration with agricultural research centers in different parts of the region
- ✦ Improve agricultural products protection and disease regulatory
- ✦ Develop and disseminate plant protection packages on major crops
- ✦ Prepare regional plant protection strategy and work flow systems; establish good information exchange system; and foster strong network among 'woreda' agriculture offices and regional plant health clinic;
- ✦ Establish pest out-break monitoring, forecasting and early warning system for migratory pests (Desert Locust, African Armyworm and Quelea birds), and recurrent pests, in collaboration with the National Plant health regulator;
- ✦ Implementation of Integrated Pest Management (IPM) system
- ✦ Build capacity of plant protection experts at different levels on pest biology and behavior, identification, survey, monitoring, forecasting and timely management;
- ✦ Establish new plant health clinics regionally and in representative districts.

Increase agricultural extension and advisory service outreach

- ✦ Creating strong linkage between agricultural extension counterpart institutions at each level and work divisions

- ✦ Motivate agricultural extension beneficiaries by introducing improved and new technologies
- ✦ Capacity building of agriculture extension staff in line with training need
- ✦ Capacitating P/FTC through training on P/FTC management and organizing experience sharing schemes
- ✦ Establishment of Agricultural development partners Advisory Councils (ADPLAC) at all administrative units in the region in order to enhance the impact of improved agricultural technologies developed/adopted by the regional agricultural research institute;
- ✦ Devising and implementing well established system for strong monitoring and evaluation.

C. Natural Resource Conservation and Utilization

Expanding and Strengthening Soil Conservation and Watershed Development Activities

- ✦ Working on improving productivity of grazing land
- ✦ Scale up best rangeland management and development lessons from past performances (mainly GTP I implementation period) in the region.
- ✦ Implement less costly, small scale irrigation, with hand dugs, ponds through community development
- ✦ Step-up the ongoing underground water development by government and other development partners
- ✦ Disseminate modern tools for irrigation for those who cannot directly purchase water pumps and other water technologies.

Establish Rural Land Administration and Utilization System

- ✦ Engage forums to scale up the awareness of public on land use
- ✦ Formulate land use policy
- ✦ Development of kebele level participatory land use plan
- ✦ Integrate and harmonize the projects which are working in the land sectors

Establish institutional set up capable of implementing CRGE

- ✦ The plan and implementation of the regional forest, environment, and climate change bureau will be formulated, based on the guidelines of establishment for the federal Ministry of Forest, Environment, and Climate Change;
- ✦ Design schemes where best practices and lessons from respective institutions federally and regionally can be secured
- ✦ Boosting the human power, logistic, and financial resource;
- ✦ Harnessing the potential of the partnership network among all regional and national stakeholders and partners;

- ★ The presence of a dedicated good leadership in all the components of the organizational structure
- ★ Design and implement strong planning, monitoring, and evaluation system to enhance achievement efficiency.

Ensuring climate resilient Green development by Designing, implementing and coordinating participatory programs, projects and activities

- ★ Adopting best methods and successful schemes from national and international
- ★ Working for full-functioning of the partnership network among all regional and national stakeholders and partners
- ★ Establishing task-forces that will coordinate and implement climate change adaptations projects from regional to ‘woreda’ levels
- ✓ continuous awareness-creation and communication channels in the ESRS to Build a regional economy based on the CRGE platform
- ✓ Ensuring clean and healthy environment that can provide citizens with goods and services on sustainable manner.

D. Food Security, Disaster Prevention and Preparedness Enhance

effectiveness of early warning information management

- ★ Development of early warning website and risk profiling data base
- ★ To avail early warning information to relevant governmental and non-governmental organizations
- ★ Ensure the continuing formulation and distribution of an early warning bulletin every month.

Improve emergence preparedness

- ★ Bi-annual updating of regional Emergency Preparedness and Response Plan (EPRP);
- ★ Strengthen early warning system by forging strong collaboration with regional and national metrological agencies;
- ★ Promote and improve the indigenous early warning systems used by pastoralists
- ★ Establish urban early-warning system
- ★ Develop and set for access appropriate and suitable community-based information system

- ✦ Develop Regional livelihood library information system
- ✦ Undertake rapid assessment surveys to be able to estimate the potential impacts of shocks
- ✦ Devise fund raising mechanisms to avail sufficient fund, ration and logistic at regional and district level for timely response;
- ✦ Boost up the reserves of emergency food and non-food items to mitigate the impacts of possible disasters
- ✦ Expand emergency food and non-food items` warehouses and storage facilities
- ✦ Develop viable linkage networks for rapid and timely communication with governmental and other developmental partners and governmental institutions on disaster management emergency response.

Improve early response and emergence management.

- ✦ Logistic capacity of the emergency response office for timely and effective emergency response for of the region
- ✦ Putting in place appropriate communication platform for relief and development
- ✦ Ensure integrated, multi-sectorial and need-based response system
- ✦ An integrated system of monitoring food and non-food need and availability will be crafted
- ✦ Re-engineering disaster management system to enhance existing capacity of DRM and emergency response system for efficiently utilizing of resources (fund, ration, and logistic)

Enhance early recovery and livelihood protection

- ✦ Develop productivity and enhancing intervention options in order to rebuild livelihoods and improve early recovery;
- ✦ Enhance the coping mechanisms of households through the development of livelihood diversification and risk reduction options;
- ✦ Promote and institute disaster risk reduction measures at the community level;
- ✦ Develop the region`s capacity to effect timely and appropriate relocation schemes for internally displaced people;
- ✦ Creating an effective and accountable network among all regional and national stakeholders and partners.
- ✦ Step-up recovery and livelihood protection programs at all levels in the region
- ✦ Develop schemes for improved emergency response system
- ✦ Prepare vulnerability profiles in all zones of the ESRS to assess the needs and priorities of victims of disaster

Enhance the integration of DRM into sectorial developmental plans.

- ★ Conducting five DRM-SPIF (strategic programming and investment framework) policy familiarization panel discussions with sector bureaus and stakeholders in the region
- ★ Put-in-place appropriate capacity-building schemes to strengthen DRM technical working group
- ★ Develop a new integrated and consolidated DRM plan

Enhance efficiency and effectiveness of coordinated emergency resources

- ★ Develop forums where complementary partnership with UN and other NGOs, involved in DRM projects can meet regularly and discuss and assess their tasks
- ★ Install strong monitoring and evaluation platforms to implement coordinated emergency resources.

E. Improved Production and Productivity through Strengthening Demand Driven Agricultural Research works.

Research and Development works to Generate/Adopt New Technologies and Know-how

- ★ Boost the human capital of existing pastoral and agro-pastoral research institutes
- ★ Enhance the logistical capacity of agricultural research institutes
- ★ Expand the agricultural institutes in different parts of the region
- ★ Work together with colleges and universities existing in the region and other parts of Ethiopia
- ★ Employs mainly adapting technologies generation approach by introducing them from other local research institutions and from abroad

Disseminate technologies and Know-how generated/adopted

- ★ Re-engineering of Research and development dissemination platforms:-
 - Commit necessary resources to conducting research workshops, publications and seminar proceedings
 - Using mass-media and other selected mediums to reach agricultural technologies and know how's to pastoralist and agro-pastoralists
 - Expand demonstration sites and farmers' training centers.
- ★ Expand technology incubation centers across the region

- ★ Boos-up research and development availability fund by strengthening partnership with governmental and non-governmental institutions
- ★ Implement research efficiency-enhancing modern management tools to modernize the existing research system

Ensure food security at Household Level

- ★ Implementing Productive safety net program
 - ✓ laterally ensured food consumption,
 - ✓ prevent asset depletion, nutrition enhanced,
 - ✓ built common asset and improved tailored livelihood solutions,
- ★ Effective and sustainable land use and management system to enhancing natural resource and rehabilitation of environment
- ★ Consolidate the existing social services public work such as (HHP, AHP, ABE schools and FTC/PTC) through rural PSNP
- ★ Improve access to infrastructures like water, roads, telecommunication and electricity, among others
- ★ Work to enhance pastoral and agro-pastoral communities` access to market
- ★ Developing forestry and nursery activities
- ★ Strengthening implementation capacity at local levels;
- ★ Strengthening coordination for the Implementation of voluntary settlement program, with chronic food insecure households given priority.
- ★ Develop water harvesting and small scale irrigation

G. Graduate Youths and Private Sector in Agricultural Investment

Mobilizing the Youth

To mobilize the youth and graduates to participate in agriculture, broad range of interventions will be done. To that end, provision of land including rehabilitated mountains, machinery leases at affordable prices, capacity building trainings, inputs and appropriate market infrastructures would be emphasized. In this regard, the youth are encouraged to organize in voluntary based organization and acquire technical knowhow required for efficient work process integrated enterprise development. Moreover, Conditions will be created to link small and medium investors with educated youth agricultural investors and large investors.

Enhance Private Investment in Agriculture

So far, private sector participation in agricultural development in the region was limited to participate domestic and foreign investments in horticulture, Cotton and horticulture production. Broader incentive packages will be provided to enhance private investment in agriculture: create conducive investment climate, in collaboration with the federal government and banks, conditions will be facilitated

for investors so that they can access credit easily. Moreover, provision of modern agricultural inputs like fertilizers and farming machineries will be a focus of GTP II in agriculture development and transformation plan.

4.2. Manufacturing Sector

Major Directions

The GTP II manufacturing plan envisages making the region one of the key manufacturing destinations in Ethiopia. The plan also eyes to complement the national vision of the country to be a leading manufacturing hub in Africa and among the leading countries in the globe and thereby transform the country into a lower middle income economy by 2025. Moreover, the planned industrialization drive entails creating such industrial environment where there prevails capable leadership and organizational institutions, transparency, accountability and sustainability.

The strategic directions during GTP II are improving the productivity, quality and competitiveness of existing industries and ensuring structural change, expand new manufacturing industries and attract new local and foreign direct investment both in quantity and quality, building labor intensive light manufacturing industry that is globally competitive in terms of productivity, quality and price, transforming the medium and large manufacturing industry to become a reliable source of foreign exchange and building industrial engineering and technological capacity. In addition, all the necessary effort will be made to link industries with universities, colleges, TVETs and research institutes operating in the region. Overall, accelerated growth of the manufacturing industry will be promoted through expanding new investments mainly in export-oriented manufacturing and improving the productivity and competitiveness of domestic manufacturing.

Objectives

The objective of GTP II manufacturing plan is to facilitate conditions so that manufacturing industry to play a leading role in terms of production and productivity of the regional economy in particular and the national economy in general.

The specific objectives under the above umbrella objective are:

- (i) Ensuring the sustainability of the growth of the manufacturing industry;
- (ii) It is also expected to contribution to export earnings, technology transfer, skills development and job creation;
- (iii) Realizing the growth of the manufacturing industry by creating favorable conditions for investors through investing in human resource development

to sustain growth, deepening developmental thinking and addressing the root causes of rent seeking;

- (iv) Facilitating and ensuring the implementation of enabling and supportive policies, legal frameworks, organizational structures and systems to sustain growth and transformation of the manufacturing industry;
- (v) Building a manufacturing industry that catalyzes and supports sustainable development are the objectives to be achieved during the period of GTP II.

Major Targets on Industrialization

In GTP I period, industry has been growing on average by 6.3%. So far, the share of manufacturing sub-sector was minimal, with its contribution to the GDP and industrial GDP of the region being 4.8% and 7.4% respectively. At the end of GTP II period, the share of industrial sector to the regional real GDP is expected to be 12.4%. In this regard, the role of manufacturing sub-sector is expected to be significant, with the contribution of manufacturing sub-sector to the industrial GDP projected to be 27%.

Growth and Structural Change of the Manufacturing Industry

In order to witness visible structural change in the economy, manufacturing industry is projected to increase by an average annual growth rate of 21.9% in the coming five years. As a result, the share of the manufacturing industry in overall GDP is projected to increase from less than 5% in 2014/15 to 8% by the end of the plan period, which is accounted for by both large and medium scale manufacturing and micro and small manufacturing industries. The share of micro and small manufacturing industries is projected to increase from 1.1% in 2014/15 to 2% by 2019/20, while the share of medium and large-scale manufacturing will rise from less than 4% to 6% during the same period.

The share of manufacturing industry in overall GDP is projected to increase from less than 5% in 2014/15 to 8% by 2019/2020. This is to be achieved largely through the integrated and organized activities which will be undertaken in small and medium industries. This indicates the significance of strengthening the linkages between manufacturing and agriculture.

Implementation Strategies

Various strategies are articulated to ensure rapid growth and broadening of the industrial base of the manufacturing sector, attract quality investment, increase production, productivity and export earnings, facilitate technology transfer and strengthen linkage among industries. Among these programs, the following are the major ones:

A. Implementation Capacity Building Program

For better management of the regional industrial plans, capacity building of sector bureaus will get most emphasis. In this regard, the implementing capacity of the regional Industry bureau and Investment Agency, and other directly concerned institutions like Diaspora agency will be strengthened so as to enable them effectively manage and regulate industrialization efforts in the region. The regional government will work with the federal government to enhance institutional capacity of the investment bureau and its affiliated institutions by building their manpower capacity and equipping them with necessary facilities and inputs. The research, development and extension capacity of the specialized industrial development institutes will also be enhanced. To this end, the specialized institutes in the region will engage in twinning arrangements with nationally recognized similar institutes. Capacity building of employees and the management of these institutes will also be carried out.

B. Manufacturing Industry Investment Expansion Program

In order to achieve the targets outlined above emphasis will be given to expand investment in the two subsectors of manufacturing industry: small and medium, and large scale industries. In both sub sectors, the main strategic direction to be pursued will be export-led and import substitution industrialization. This is considered to be a key channel for the realization of the transformation agenda.

Domestic Investment

In GTP II period, broader efforts will be exerted to attract domestic investment to invest in line with the regional and national priorities of industrialization. By carefully identifying domestic private investors and providing adequate support, they will be encouraged to participate in the manufacturing industry including in import substitution. Arrangements will be made for domestic investors to work in partnership with foreign investors who are engaged in medium and large scale manufacturing industries.

Mobilize the Diaspora

To achieve the goal of industrialization, utmost emphasis will be given in promoting private investment. In this regard, efforts will be exerted to mobilize the huge capital and skills that the Ethiopian Somali diaspora possess. To that end, the regional government and the diaspora affairs office will stage diaspora mobilization forums in Europe, America and Australia, where large Somali diaspora exist will be staged so that they can invest in their country.

Moreover, optimizing the supports and opportunities that the federal government provides in a bid to promote manufacturing sector, like financial, technical, human capital and other supports will be utilized. Somali region of Ethiopia will strengthen the attachment of the Diaspora community to their home region and expanding the role of the Diaspora in the process of investment, trade, tourism, knowledge and technology transfer and foreign currency inflows. The region will attract 485 Diaspora investors with a total capital of 13 billion ETB and create jobs opportunity of 73,000 people.

Mobilize the youth and Women

Special program will be designed to provide credit for the youth, women and domestic investors who will work in medium size industrial parks. In this regard, micro finance institutions will provide machinery lease and working capital by availing finance for micro and selected small enterprises. Machinery lease financing will be provided by the Development Bank of Ethiopia while working capital will be provided by the Commercial Bank of Ethiopia for small and medium scale industries in these parks. At the same time, quality training on entrepreneurship, enterprise management and business development will be provided. Strong monitoring and support will also be carried out.

To expand the base of industrial development at regional level and to intensively engage the youth in the sector, developing small industries based on local potential will be given at all administrative levels: from regional to woreda level. In this regard, favorable conditions will be created for small enterprises in terms of networking them in input supply and value chain production process, providing training and technical support from one centre, strengthening market linkages with local medium and large scale manufacturing industries and encouraging technology transfer. As a result, priority will be given to improve quality of production process and product, enhance production and productivity, accelerating economic transformation towards industrialization, creating job opportunities and widening the source of income for citizens and strengthening entrepreneurial culture and specialization. Hence, establishing and organizing study based standard clusters in appropriate places and building their capacity will be undertaken.

Developing Industrial Parks and Clusters

In line with the national industrial plan of establishing medium size industrial parks at regional level, the regional government will closely work with the ministry of industry and the National Industrial Parks Development Corporation (IPDC) in industrial park development to effectively and timely absorb the inflow of huge investment into manufacturing industry. These parks mainly serve small and partially

medium scale industries owned by domestic investors and entrepreneurs. Regional government and city administrations will construct medium size industrial parks in selected cities in the region and cities and innovation technology incubation centers will be established targeting these medium size industrial parks

Create Conducive Investment Environment and Support for Private Investment

In GTP II period, broader and integrated works will be done to create conducive industrial environment. In this regard, enhancing the regional leadership capacity in terms of addressing problems related to public service delivery, facilitation and regulatory functions will be undertaken. Moreover, necessary arrangements will be undertaken to avail the credit required for the development of manufacturing industry over the next five years. In this regard, the primary responsibility goes to public banks which are established to support the transformation of the manufacturing industry. The regional government closely works with the federal institutions and banks so as to make investors access bank credit. In doing so, different schemes will be established to make the credit provision in a transparent and accountable manner and ensure if credit is channeled to those industrial developments in line with the regional and national priority areas. Follow up mechanisms will also put in place to ensure whether the private sector is using the finance for the intended purpose and full accountability will be ensured in this regard. Similarly, a system which address the difficulty that manufacturing industries face related to access to foreign exchange will be established.

Providing Properly Targeted Tax Incentives

It is obvious that there have been tax incentives designed to encourage private investment in the manufacturing industry. However, there have been a number of shortcomings in properly administering these incentives. Therefore, emphasis will be given to identify and review the problems in detail and take appropriate measures to address these short comings.

G. Development of Micro and Small Enterprises

The role of micro and small enterprises is decisive to ensure rapid economic growth, creating job opportunities in urban and rural areas and attain equitable growth that helps to improve the income of the people thereby reduce poverty. In GTP II period, supporting frameworks, implementation strategies and intensive work will be undertaken to organize small and micro enterprises (SMEs) based on the small and micro enterprises development strategy. In addition, providing effective supports at different levels, expanding and strengthening monitoring and support areas, a

strategy to broaden the base of selecting developmental oriented investors will be implemented.

On the other hand, massive efforts will be made to promote small and micro enterprises to the level of developing medium enterprises or company level. These enterprises are those effectively using the support of the government and invest additional resources to increase their market share. These developing medium level enterprises will get working and selling premises from industrial parks and clusters so as to strengthen these developmental investors and enable them contribute to the development of the region. Expanding integrated infrastructure development, availing adequate financing, enabling enterprises to organize in unions in respect to their areas of work and ensuring adequate and reliable supply of input will be strengthened and sustained. The following targets are set in relation to micro and small enterprises subsector.

4.3. Mining and Energy Sector

Strategic Direction

The major focus of the first Growth and Transformation Plan (GTP I) of the mining and energy sector was expanding the production of minerals for foreign exchange generation and import substituting industries. These focus areas will be also considered for the second Growth and Transformation Plan (GTP II). In light of this, strengthening the implementation capacity of the ministry and regional states; attracting reputable and competent investors through undertaking international standard promotion works and provision of reliable geological survey data will be emphasized. Moreover, priority will be given to developing minerals as input for local industries through assessing the demands of the respective industries. Boosting export earnings by expanding foreign market destinations and adding value to minerals are also priorities of the sector. Increasing standardized bio-fuel production, to save foreign currency and developing alternative clean energy is a strategic direction to be pursued in the energy sector. Besides, downstream petroleum development standards will be prepared in constructing petroleum depots, transportation and distribution systems. Moreover, developing the sector taking into account environmental protection, community development and employment creation are strategic directions to be pursued during GTP II.

Objectives

The development objectives of GTP II in mining and energy sector are:

- (i) Enhancing the implementation capacity of the sector by improving policy, legal frameworks, regulatory and working systems;
- (ii) Increasing export revenues through promoting mining-value creation activities;
- (iii) saving foreign currency by producing minerals inputs for import substituting manufacturing development, mainly to speed up the sector's transformation;
- (iv) Enabling the mining sector to meet national and international environmental standards and regulations;
- (v) Expanding the Geo-sciences mapping coverage of the country both in quality and accessibility;
- (vi) Saving fuel costs, specifically, as alternative energy sources for vehicles, using bio-fuel and gas-oil in line with the green economy development strategy of the country and
- (vii) Reducing wastage and environmental impacts of energy alternatives.

Major targets

For the mining sector, during the plan period, major targets are set focusing, mainly, on increasing the production of industrial raw materials, boosting export earnings and improving revenues collection from the sector. In light of this, it is planned to increase modern and artisanal systems of gold production from 9,053.53 kg in 2014/15 to 25,370.0 kg by 2019/20 and foreign exchange earnings from USD 343.73 million to USD 2.011 billion during the same period. Besides, it is planned to increase annual mineral revenue from Birr 152.79 million in 2014/15 to Birr 570.4 million by the end of 2019/20.

The mining and energy development plan also targets the following:-

A. Mining Development Targets

- ⊕ Increase geological mapping coverage of the region from its current level of 1:2 million to 1:200,000;
- ⊕ Increase mineral mapping coverage of the region from 10% to 65%; and mineral resource data coverage from 10% to 55 %;
- ⊕ Create enabling environment that can attract local and foreign miner investor in the region
- ⊕ Producing at least 5000 kg of gold and make it available to commercial bank of Ethiopia for transaction;

- ⊕ Capacity building works that benefit 500 cooperatives engaged in artisanal miners.

B. Energy Development Targets

- ⊕ At least 5,000 household members will be benefited from green technologies in the plan period;
- ⊕ Promote public participation to secure mobilize 150 million birr from domestic and foreign financial support in the plan period.
- ⊕ Completing the development of EIA project guidelines, set up to the required quality/standard, follow-up, implementation and mechanism Organize 20 fuel saving stove producers' association
- ⊕ Develop production & Dissemination of fuel saving stove and Establish fuel saving stove producers' associations Establish
- ⊕ stove Production Center at all zones;
- ⊕ Gasifier /Bio-fuel burner / by 250,000 from currently 700
- ⊕ Rural electrification study and installation of HH Solar PV system for rural village from 312 to 10,000:
- ⊕ Expansion of model family size Biogas plant from 15 to 200.

A. Capacity Building program

The main objectives of this program include: attaining the targets set through building human capacities as well as availing the required facilities, technologies, improving laws and working procedures. Accordingly, to improve the human capacity of the sector, training will be given to about 611 professionals in collaboration with the Ministry of Education and Higher Education institutions, while also hiring new recruits. Regarding organizational capacity building, the Geoscience Laboratory, drilling services and core drilling rigs will be strengthened with new machines and technology.

B. Promoting the development of regional minerals

- ★ Providing technical assistance, training, consultancy services for artisan miners to enhance their capacity in mining
- ★ Supporting and strengthening the expansion of artisanal miners cooperative
- ★ Maintain and improve mining administration control;
- ★ Creation of enabling environments in terms of policy, strategy, legal and institutional frameworks
- ★ Producing mining technical promotion documents to instigate and attract private investment in the region;
- ★ Conducting geophysical studies to delineate mineral potential areas of interest for private investment.

C. Strengthening the role of artisanal miners of the region

- ✦ Organizing and re-organizing the co-operatives engaged in artisanal mining
- ✦ Establishing regional precious and semiprecious minerals transaction center at Jigjiga
- ✦ Support legal mineral marketing

D. Promote Private Investment in Energy Development

- ✦ Facilitate private investment participation in mineral and energy development in the region through provision of necessary administrative supports
- ✦ Organize small and medium enterprises to participate in mineral and energy development
- ✦ In collaboration with the federal government and other institutions, facilitate capacity building schemes to small scale miners and SMEs involved in mining and energy sector

4.4. Urban Development and Housing

Strategic Direction

By achieving rapid, fair and sustainable development, the next five years plan of Growth and Transformation of Ethiopian Somali Region urban development, construction and industry sector is expected to be driving force of overall growth in the Somali Regional State. In GTP II Urban development and housing plan document, the major strategic directions identified are Capacity Building for Urban Leadership, Urban Good Governance, Urban Plan, Land Development and Management Reform, Housing Development and Administration, Construction Industry Reform, Urban Integrated Infrastructure, Urban Greenery and Sanitation and Industry development and promotion.

Strategic Objectives

The ESRS Second Growth and Transformation Plan urban development and housing plan is aimed at enhancing the contribution of the sector to overall development in terms of its contribution to growth (regional GDP), employment creation and industrialization in the region.

A. Capacity Building for Urban Leadership

Capacity building of urban leadership is aimed at enhancing the implementation capacity of the urban leaders and establishing full developmental army system. The major targets in this regards are:-

- ⊕ Organize various trainings and exposure to urban leaders at all levels to fill the gaps in terms of skills and attitude
- ⊕ Capacity development efforts to 500 urban leaders and for 250 substitute leaders
- ⊕ Establishing developmental army system in at least 10 urban cities of the region
- ⊕ Recruit 250 urban sector new leaders through the established new urban leaders recruiting mechanism for the next five years
- ⊕ Undertaking result oriented performance evaluation two times a year for 500 urban officials and for 700 implementers.

B. Urban Good Governance

Urban good governance activities makes their goal scaling up the service delivery systems of urban centers of the region; enhance the human resource capacity of the urban sector and Enhancing decentralization and equitable development in urban sector of the region. The major targets of urban good governance plan are:-

- ⊕ Provide training for 250 urban officials and implementers on municipal service standardization in the city administrations
- ⊕ Train 30 and 25 urban officials and implementers on graduate and post graduate level respectively, on urban development municipal service sector
- ⊕ Provide training for 500 urban officials and implementers on urban development policies, strategies, directives, guidelines, manuals and standards through electronic media
- ⊕ Provide training to 500 urban officials and implementers of all city levels on urban decentralization systems
- ⊕ 25 urban centers of the region will be recognized as cities of different levels.

C. Urban Integrated Infrastructure

Enhancing urban infrastructure implementation capacity of the region and enhancing urban infrastructure construction supply in urban centers of the region are the general objectives of the urban infrastructure development plan. The core target areas of urban infrastructure development plan are the following:-

- ⊕ Preparation and implementation of capital investment plans for 25 urban centers of the region
- ⊕ Preparation and implementation of Asset Inventory Database with GIS Imagery and Map for 11 urban centers of the region
- ⊕ Initiate 300 million birr on regional integrated urban infrastructure development incentive performance grant for ESRS City Administrations, Advanced Municipal cities and Municipal towns
- ⊕ Scaling up of 4 best practices on urban integrated infrastructure management in 4 urban centers of the region.
- ⊕ Procurement of 4 Compactor trucks, 6 Mini Compactors, 4 Graders trucks and 4 Dozers trucks for urban centers of the region
- ⊕ Construction of 487, 275, 734, 148, 375, and 80 KM of gravel road, cobble stone road, Earth road, streetlight, drainage and asphalt road respectively in urban centers of the region
- ⊕ Construction of bridges, culvert bridges, solid landfills, liquid waste disposal sites, abattoirs, public toilets, youth centers, bus terminals, greenery parks, market centers and shades terminals respectively, in urban centers of the region.

D. Urban Plan Preparation and Implementation

Enhancing the urban plan preparation and implementation of urban and rural centers of the region is the major objective of the plan. The plan also targets the following:-

- ⊕ Preparation and implementation of one regional urban development scheme
- ⊕ Preparation of design, structural plan, 20 neighborhood plan and strategic plan for 5 urban centers of the region
- ⊕ Preparation of basic plan for 20 urban centers of the region
- ⊕ 200 urban plan professionals will be trained on preparation and implementation of structural plans, basic plans, neighborhood plans, urban designs and urban sketches.

E. Housing Development and Administration

Reducing the housing shortages in the region (both urban and rural) through the implementation of the housing development program is the major objective of housing development and administration plan. The major targets of the plan are:-

- ⊕ Preparation of designs, studies, maintenance and administration cost for housing development program.

- ⊕ Construction of 2500 housing units by government coordination and support of housing development program in the towns of the region
- ⊕ Construction of 2000 housing units by mobilizing cooperative housing development association, individuals, real estate developers and Diaspora in the region
- ⊕ Creation of 30,000 jobs opportunities in six towns of the region by integrating housing development program.
- ⊕ Construction of 3000 housing units in rural centers of region by using local input materials and participating MSE.

F. Urban Land Management and Administration

The major targets of urban land management and administration system includes the following:-

- ⊕ Preparing 2000 hectares of land for development in 1– 3 levels cities of the region
- ⊕ Establishing modern land marketing system in the urban centers of the region
- ⊕ Provide 5000 hectares of land development for MSE, Industries and other service through entitlement and land lease auction.
- ⊕ Implementation of modern land ownership administration service in 6 urban centers of the region.

G. Construction Regulatory

To enhance the construction sector, redesigning the regulatory system is instrumental. In this regard, GTP II targets the following:-

- ⊕ Preparation of legal and regulatory frameworks and standards for urban infrastructure development works
- ⊕ Improve the contracting system that effectively manages the relation with contractors and consultants
- ⊕ Establish at least 15 regional design consultants in the coming five years
- ⊕ Equip local contractors and consultants work with modern construction management system
- ⊕ Establish one regional construction laboratory
- ⊕ Establish at least 10 construction machinery renting companies through lease
- ⊕ Establish 100 new contractors and upgrading at least 100 existing contractors
- ⊕ Registration of at least 2000 construction sector professionals
- ⊕ Providing competency certificate for at least 2000 construction sector professionals

- ⊕ Implementation of building proclamation in at least 6 urban centers of the region.

H. Urban Greenery and Sanitation

The GTP II urban greenery and sanitation plan envisages promoting greenery and beauty of urban centers and enhancing solid waste handling and disposing management systems of urban centers of the region. Following are core urban greenery and sanitation targets will be implemented:-

- ⊕ Provide training on urban greenery and beautification strategy, proclamation strategy, standards, regulation and directives for 250 urban officials and implanter
- ⊕ 500 hectare of urban land will be covered with green vegetation in urban centers of the region
- ⊕ Establishment and implementation of integrated solid waste handling and disposal system, enhance the solid waste collection and transportation coverage 90%-100%
- ⊕ Implementation of solid waste identification and recycling system
- ⊕ Procurement of 100 containers, 500 dust pins and 20 vehicles for solid waste disposal purpose
- ⊕ Training will be provided to 200 professional/experts on solid waste laws & standards.

G. Promote Private Sector Participation in Urban and Housing Development

GTP II urban and housing development plan considered the private sector a strategic partner in achieving the targets of the sector. In line with promoting private sector in urban and housing development, GTP II targets the following:-

- ⊕ Provide short term training to scale up the skill of at 2000 construction professionals
- ⊕ Facilitate the participation of medium and small scale enterprises in the construction of bridges, culvert bridges, solid landfills, liquid waste disposal sites, abattoirs, public toilets, youth centers, bus terminals, greenery parks, market centers and shades terminals respectively, in urban centers of the region
- ⊕ Facilitate credit and technical support, among others, to private contractors and MSEs.

Implementation Strategies

A. Capacity Building for Urban Leadership

- ✦ Establishing urban management training center at regional level
- ✦ Organize various urban leadership trainings, workshops and experience sharing schemes
- ✦ Develop regular monitoring & evaluation system to effect establishment of developmental army
- ✦ Enhance the political commitment and work with federal institutions to get training and other supports

B. Urban Good Governance

- ✦ Undertake urban municipal service baseline survey
- ✦ Prepare service standardization on urban management
- ✦ Arrange schemes where officials in the urban sector get graduate and post graduate education
- ✦ Develop legal and regulatory frameworks for urban management
- ✦ Design a system for regular monitoring & evaluation of urban sector works
- ✦ Organize policies, strategies, directives, manuals and standards in urban management in line with federally developed documents
- ✦ Enhancing public awareness towards good governance principles
- ✦ Coordinated works with stakeholders at regional and federal levels

C. Urban Integrated Infrastructure

- ✦ Provide training on urban integrated infrastructure strategy and manual for urban leaders at different levels
- ✦ Preparation and implementation of asset management plan to be used by urban centers
- ✦ Community and private sector mobilization works in urban infrastructure development
- ✦ Create enabling environment where small and medium enterprises would play vital role in construction of urban infrastructures
- ✦ Enhancing public awareness towards managing infrastructure will be key strategy
- ✦ Infrastructure projects undertaken by other line bureaus and NGOs will be considered
- ✦ Maintain and improve coordination with Ethiopian electricity utility and Ethio-telecom in undertaking urban infrastructure

D. Urban Plan Preparation and Implementation

- ✦ Coordinated work with private consultants in the preparation and implementation of urban and rural plans

- ✦ Integrating community participation in the preparation and implementation of urban and rural plans
- ✦ Documenting the best performances from past performance and adopting the best practices of other regions on urban planning and management
- ✦ Conducting regular monitoring & evaluation on urban development work

E. Housing Development and Administration

- ✦ Enhance the institutional capacity of implementing housing development program
- ✦ Preparation of land lease policy and system
- ✦ Mobilizing the required financial resource and integrating SMSEs in construction of housing units
- ✦ Awareness raising programs will be undertaken for real estate developers, investors, cooperative and the public at large

F. Industry Development and Promotion

- ✦ Design system for institutional capacity required to promote industrial development
- ✦ Preparation of land on lease system
- ✦ Commit required financial resource to promote industrial development

G. Urban Land Management and Administration

- ✦ Adopt federally developed land policies, regulation, directives and standards
- ✦ Enhance public awareness and participation on issues related to land management
- ✦ Coordinated work with relevant sector bureaus and stakeholders in urban land administration.

H. Construction Regulatory

- ✦ Develop institutional, legal and policy frameworks for construction industry development
- ✦ Registration and evaluation of construction sector professionals will be coordinated with regional COC agency
- ✦ Build the capacity of those engaged in construction sector in the region on site planning, soil test, and neighborhood study and plan preparation.

I. Urban Greenery and Sanitation

- ✦ Develop schemes for community mobilization for urban greenery and beautification endeavors
- ✦ Integrate MSEs in urban greenery and beautification endeavors

- ✦ Develop urban parks, road division, road sites roundabouts
- ✦ Implement laws, standards and manuals on solid waste management in urban centers of the region
- ✦ MSEs will be integrated with urban solid handling and disposal endeavors
- ✦ Develop frameworks for joint work of public-private sectors in waste management
- ✦ Develop schemes where community participation would be central in waste handling and disposal endeavors.

4.5. Micro and Small Scale Enterprises Development Plan

Strategic Directions

This section provides the strategic directions that region has developed to create a more effective and coherent approach to small enterprise development for the coming five years. It sets out the principles of integration, provides a summary of the strategic pillars that have been developed to integrate the potential roles of government, and identifies the target groups that have been prioritized by government in order to address unemployment, poverty, market failures and lay foundation for industry development. The strategic directions of micro and small scale enterprise development plan are: Entrepreneurship development and implementation capacity building, job creation and facilitation of enterprises development.

Objective

The second Growth and Transformation Plan on micro and small scale development has a vision of making Ethiopian Somali region a region that acknowledges and rewards entrepreneurial efforts; create vibrant and competitive small enterprise sector and support those who operate businesses and make them key actors in overall development endeavours of the region.

Major Targets

- ⊕ Facilitate trainings on skill and attitudinal developments for 300 top level management; 500 middle and lower level implementers and stakeholders and 1200 experts working in the sector
- ⊕ Provide full support for 5000 jobs in metal works, 5000 wood works, 250 Bamboo and 2000 traditional materials,
- ⊕ Registration of 75,000 job seekers, identify organizational type that can make them competitive and profitable,

- ⊕ Give brief awareness on types (nature) of organization, and issue trade license and tax identification number (TIN) to 7500 Enterprises
- ⊕ Facilitate and ensure that 100,000 existing and new enterprises are using modern bookkeeping system
- ⊕ Provide 75,000 registered job seekers full information and advice on nature of organization, business plan preparation, provision of government support and utilization
- ⊕ Create cluster development linkage to 35,000 new and existing cities
- ⊕ Ensure that 6,110,114 M² of appropriate land for production and markets is availed for MSEs;
- ⊕ Construct 500 shades market centers (small kiosk), 50 buildings, and 15 working premises; and facilitate to 25,000 new enterprises Facilitate 1 billion
- ⊕ Birr loan service support to 75,000 operators
- ⊕ Based on the growth level support provisions, ensure that 450 micro enterprises graduate to small enterprise and 350 small enterprise graduate to medium enterprise
- ⊕ To lessen the problem of enterprises on production premises and minimize their operational expenses a total of 15 building will be constructed and facilitated
- ⊕ Facilitate for 15 regional and 10 national exhibition and Bazaar to promote market linkage worth 50 and 10 Million Birr respectively to 1500 model enterprises
- ⊕ Provide business management training to 75,000 members of the existing and newly established enterprises and technical and skill training to 15,000 members of the existing and newly established enterprises through TVET institutes.
- ⊕ Provide COC assessment to 5000 Enterprises and Kaizen service support to 5000 Enterprises
- ⊕ Provide ToT training on basic entrepreneurship attitude and skill through BDS to 500 trainers
- ⊕ Create 9000 job opportunities to unemployed youth and women on decorating and greening of streets , parking lots, the street/road area and stadiums
- ⊕ Conduct master plan in five cities of which 100,000 and above population are living thereby create 2500 jobs to unemployed youth and women in recycling and greening of condominiums
- ⊕ Conduct agricultural and forestry development activities that create 7500 job opportunity to unemployed youth and women living in five Urban and Pre-urban areas

- ⊕ Development of sustainable water conservation and utilization technology in 10 cities by creating 2000 jobs to unemployed youth and women
- ⊕ Create 4000 job opportunity to unemployed youth and women in nursery production sites that will produce new and existing decoration trees, fruit, forage and grasses
- ⊕ Create 15,000 job opportunity to unemployed youth and women in door to door solid waste collection and disposal activities
- ⊕ Provide 7,000 ; 10,000 job opportunity to unemployed youth and women in main road and cobble stone sanitation activities and in door to door solid waste collection, segregation and recycling respectively
- ⊕ Create 5,000; 3500 job opportunity to unemployed youth and women living in cities for compost making of solid wastes and collection of solid wastes in market places of cities respectively
- ⊕ Provide direct and psychological support for 50,000 socially vulnerable groups like elders, disabled, children and those are not mentally fit
- ⊕ Provide direct support to 50,000 people living the region
- ⊕ Provide 7000 job opportunity in livestock production and fattening to members and families living below the poverty line thereby improving their income
- ⊕ Provide 1500 job opportunity in bee and honey production to members and families living below the poverty line thereby improving their income 5000
- ⊕ street traders will be availed market and production centers
- ⊕ 50,000 people committed to improve their living standard will be facilitated marketing and technology
- ⊕ 100 million Birr of market linkage will be created from Governmental and Non-Governmental Organizations
- ⊕ Increase the women beneficiaries of MSEs sector from 40% to
- ⊕ 50% Ensuring HIV mainstreaming in every plans of the sector

Implementation Strategies

- ★ Provision of need-based and tailor-made capacity building and skill training programs for MSEs
- ★ Awareness and attitudinal changing programs for youth and women groups about the principles of MSEs and importance of income generating activities ;
- ★ Prepare manuals for community mobilization works in provisions of skill training and awareness creation endeavors
- ★ Development of entrepreneurship and entrepreneurial skills via massive skill training and capacity building programs;
- ★ Revision of TVET curricula in the context of inclusion of entrepreneurship development and teachings

- ✦ Support applied research on entrepreneurial development
- ✦ Awareness and attitudinal changing programs for youth and women groups about the principles of MSEs and importance of income generating activities ;
- ✦ Development of entrepreneurship and entrepreneurial skills via massive skill training and capacity building programs;
- ✦ Registration and categorization of unemployed youth and women groups for easy organization,
- ✦ Establishment of one-stop centers with billboards at Kebele level that provides regulatory, assessments and support services.
- ✦ Establish MSEs boards at regional, zonal and woreda levels that help to ensure support in SME development
- ✦ Work with TVET colleges to fill knowledge and skill demands of MSEs;
- ✦ Establishment of ten new MSEs Development Agency with appropriate structure;
- ✦ Engage in awareness programs like workshops, seminars, publications, brochures, manuals, etc, to enhancing the understanding and perception towards MSEs
- ✦ Prepare appropriate land for production and markets for MSEs;
- ✦ Enhancing sub-contracting system of government projects to MSEs to enable MSEs capacity and employment generation activities;
- ✦ To improve their level of competency of enterprises:-
 - Creation and expansion of market opportunities to MSEs enterprises
 - Provision of business development services support such as modern technologies for to enhance their product quality
 - Provision of information, counseling and coaching services
- ✦ Development of website that provides business and market information for MSEs Products.

4.6. Trade Sector Transformation Plan

Strategic Directions

The Ethiopian Somali Regional State is one of the developing states of the country. The government is exerting a maximum effort to achieve sustainable economic, social and political development and eradicate poverty, hence trade is main tool to achieve thereof. The major core achievements on trade were: issuance of new 32,091 and renewal of 10,972 trade licenses, but there is still huge investment needed concerning formalization of trade development in GTP II as its major strategic directions in the region.

Goal

Promote formal trade; reduce and control the existence of the informal trade are the vital objectives for the Ethiopian Somali region in the second GTP period.

Major Targets

- ⊕ Increase the current volume of formally traded goods and services from 70% to 85%
- ⊕ Reduce informally traded goods and services from its current level of 54 % to 21 %;
- ⊕ Ensure access to regulatory services for import and export of goods and services;
- ⊕ Ensure theregulatory services are accessible to the people of the region at all levels;
- ⊕ Increase the proportion of people who fully understand the economic and legal consequences of illegal trade and benefits of formal trade from 16% to 54 % of traders;
- ⊕ Facilitate the formalization and registration of informal trades by issuing around 47,000 trade licenses to traders in the region.

Implementation Strategies

- ★ Undertaking studies and assessments on topics such as the importance of formal trading, comparative advantage of the region, impacts of informal trading activities to the economy of the region, and border trade opportunities;
- ★ Trade registration and licensing service will be fully supported by Information Technology and online registration and licensing service will be begun. Inspect quality of Imported and Exported goods. Transparent, fair competitive, efficient and economical modern marketing system will be practiced by introducing modern trade information system; Integrating the country into multilateral trading system, create conducive environment and promote export market opportunity, increase annual commodity exchange capacity and introduce new agricultural items in the commodity exchange system are the main actions of the trade sector;
- ★ Developing and establishing legal framework for trade through improved operational and organizational structure;
- ★ Promotion of formal trade through massive awareness and attitudinal change programs as well as incentives program such as tax holiday, trade shows and exhibitions, symposiums, acknowledgement recognition certificate, capacity development and training programs;
- ★ Creation of locally accessible regulatory service and good control mechanism at all level
- ★ IT supported trade registration and licensing service;

4.7. Culture and Tourism Sector Transformation Plan

Strategic Directions

During the last five years GTP, the culture & tourism sector of Ethiopian Somali region has been great concerning, studies of tourism attraction sites, maintenance of historical building and collect movable cultural heritages, unfortunately there has been some issues left to achieve. Therefore in the GTP II will expect to achieve the following direction:

- ☞ Developing and promoting cultural potentials and
- ☞ Developing and promoting tourism potentials.

Goal

The region has made the following major objectives for the GTP II: establishing and expansion of cultural institutions; promote Somali literature and language; enhancing and protecting tourism attraction sites in the region and promote tourism and tourism marketing in the region.

Major Targets

Culture

- ⊕ Establishing one regional museum, one regional libraries and archives, one regional theatre & cinema and one fine arts and handcraft training centre;
- ⊕ Establishing one record and documentation centers at four city administration
- ⊕ Initiating and supporting five creative institutions and 335 talented individual
- ⊕ Conducting studies and inventories on cultural & natural heritages in 6 zones
- ⊕ Conducting studies on Somali dialect & proverbs and preparing Somali dictionary
- ⊕ Collecting and re-writing old poetry heroes in the region and re-writing historical back ground of Sayid Mohamed A/Ile Hassen and Support Somali language promotion institutes.

Tourism

- ⊕ Maintaining and repairing five historical heritage buildings
- ⊕ Conducting studies on potential wildlife animals & protect their habitat
- ⊕ Establish Ethiopian Somali tourism Enterprise (ESTE)
- ⊕ Preparing tourism master plan (tourism mapping) of the region

- ⊕ Improving capacity of 3,892 persons of tourism service render
- ⊕ institutions Developing one intransitive website for tourism promotion
- ⊕ Preparing and publishing 11,245 copies of tourism guide booklets
- ⊕ Conduct tourism & culture symposiums ones every two year.

Implementation Strategies

Culture

- ★ Collecting, inventorying, organizing, registering and preserving cultural heritages, fine arts, handcraft, oral literacy, customs and other cultural heritages and enhance community and stakeholders participation in the collection cultural heritages process and conserve in the museum
- ★ Licensing, standardizing, giving professional advice and protecting the copyright of cultural institutions:- such as theatre, Cinema, studios, handcraft associations;
- ★ Encouraging and supporting 5 creative institutions and 135 individuals on handcrafts, fine arts and other local creative products that reflects the identity of the people
- ★ Conducting a scientific studies, inventories and register shall be carried on historical and natural heritage's found in 6 zones of the region
- ★ Cooperating with ESRS education bureau; include culture into the educational curricula with the aim of integrating education with culture and thereby to shape the youth with a sense of cultural identity
- ★ Collecting information's from different elders and referring different books about Sayid Mohamed A/Ile Hassen, then re-write and publishes 1000 copies
- ★ Preparing fund rising project to promote cultural heritages and enhancing community /stakeholders' participation in fund raising.
- ★ Collecting and preparing 10,000 words to publish Somali dictionary consulting with Somali language department of the Jigjiga University Collecting poems
- ★ of well-known poetry heroes of the region such as Rage Ugas, Qaman Bulxan, Camanje Yogol, Qaryan Dhodan, and others from where they have been lived and then re-write their poetries and publish 10,000 copies of book of their product
- ★ Using Somali literature as a means of awareness rising for eradication of harmful practices, and abolish HTP/FGM & HIV AIDS by enhancing community awareness program through regional mass media & mainstreaming gender in all cultural activities.

Tourism

- ✦ Protect wildlife, conserve & providing water dams in side protected areas such as Babile Elephant Park, Garalle national park, korahay, gura-dhamole giraffe sanctuary & Hadhagale
- ✦ Enhance community participation on the studies of tourism attraction sites in the region
- ✦ Preparing spot advertisements of tourism sites through different media
- ✦ Giving special consideration and equally benefiting of the communities living near tourism attraction sites by participating in tourism development plans
- ✦ Control hygiene and sanitation of hotels, cafeterias, restaurants, and other service delivery institutes
- ✦ Experience sharing tour will be made on management of tourism attraction sites to Amhara, Oromia, Harari and South nation and nationality regions of the country and
- ✦ Preparing and conducting symposiums related to culture and tourism by inviting community and stakeholders.

5. ECONOMIC INFRASTRUCTURE

5.1. Transport Sector Plan

Strategic Directions

The Ethiopian Somali regional state is one of the developing states in the country. The government is exerting a maximum effort to achieve sustainable economic, social and political development and eradicate poverty. Beyond infrastructure improvement in the region in the last five years, construction of 4 bus stations, registration of technically fit vehicles, 11,268 annual inspection and 4,092 new driving skill verifications were made in specific and focus has been given for the development of transport infrastructure in general. But there is still huge investment needed concerning the following directions in GTP II for the region:



Road safety and signs



Road transport development

Besides in GTP II, it is planned to enhance the capacity of the private sector to enable it play its role in providing transport services in the region.

Goal

Enhance road safety, increase the access to safe public and freight transport and support private sector investment in the sector are the vital objectives for the Ethiopian Somali region in the second GTP.

Major Targets

- ⊕ Ensure that appropriate road signs are included in road designs;
- ⊕ Enforce axle load control in selected sections to gradually cover all roads;
- ⊕ Increase transport services and its accessibility and quality; decrease traffic accident, to enable the transport sector to support export goods to be competitive at the regional level;
- ⊕ Support investment and trade expansion and reduce import and export commodities transit time and cost;
- ⊕ The private sector is expected to play positive role in the development of the transport
- ⊕ Regional transport law, regulations and directives will be prepared and disseminated to all the zones of the region;
- ⊕ Traffic light and pedestrian crossing lines will be planted in major roads of the city administrations;
- ⊕ Reduce current yearly average human death rate due to road traffic accidents in the region from 32 persons/10,000 vehicles to 17 persons/10,000 vehicles;
- ⊕ Reduce current yearly death rate of road traffic accidents due to bad driving in the region from 1,444 persons to 905 persons.
- ⊕ Reduce current yearly death rate of road traffic accidents due to faulty mechanics in the region from 88 persons to 52 persons;

Implementation Strategies

- ★ Addressing environmental effects on road works by taking measures to ensure conformity of design standards with environmental protection requirements;
- ★ Establishing a strong management and technical capacity to manage the road network in satisfactory condition;
- ★ Improve transport operating efficiency by refining the existing road transport service policy and improving road safety situations;
- ★ Promotion of private sector involvement in the transport sector;
- ★ Reduce transit time for import and export, reduce the average waiting time of commodities, and increase the general cargo imports carried by multimodal transport system;
- ★ Development of efficient institutional frameworks with appropriate mandates, motivated and modestly skilled transport professionals;
- ★ BPR implementing, monitoring and evaluation of its outcomes and taking corrective measures;

- ★ Adoption and implementation of IT enhanced capacity building programs and
- ★ Update of the data base system of the vehicle inspection and drivers skill verifications.

5.2. Rural Roads Development Plan

Strategic Directions

The provision of adequate road transport services is essential for the economic and social development of Ethiopian Somali Regional State in GTP II. But because of its limited road network, provision of infrastructure has remained one of the formidable challenges for the region in its endeavor towards socio-economic development and poverty reduction. To address these challenges, the region undertakes construction of new regional roads to provide access to isolated Woredas; open up potential area (to exploit the vast natural resources) and to connect all Kebeles by all-weather roads, providing year-round access to meet the needs of rural communities. Meanwhile most of existing seasonal roads that connect Woreda headquarters to the nearest all-weather road or connect Woreda headquarters to Zone headquarters need improvement to all-weather road standards.

Since the road network constitutes one of the largest regional assets which need to be preserved and protected from damage. In order to properly manage the asset, there is a need to develop road asset management. Good asset management practice is based on having reliable knowledge of what assets are owned, how they are performing, what investments are being made including maintenance. Asset management provides a decision making structure for getting the best performance from the regional road assets given the available funds.

Goals

The major goals of the road sector development plan including: Expand the road network to support economic growth and reduce poverty, Upgrade existing access roads to a standard gravel road to reduce transportation costs and give priority to road asset management to protect road assets that the road has been constructed with substantial investment from damage and provide regular and timely maintenance. Finally Develop capacity of the implementers

Major Targets

- ⊕ Construct 1372km of new Gravel roads by regional Rural Roads Authority, 1,979km of main (Spalt) roads by Federal Rural Roads Authority and 6,619

km of new Woreda roads to connect all Kebele by standard roads and 35 bridges that provides year round access by end of the plan period;

- ⊕ Upgrade and rehabilitation of 500km and 50km respectively of existing regional roads by end of the plan period;
- ⊕ Conduct road condition survey and give routine maintenance of 150km and 100km periodic maintenance of existing regional roads annually;
- ⊕ Provide road furniture/signs to all regional roads and purchase road construction equipment by end of the plan period;
- ⊕ Train engineers on contract management, design, road asset management and machine operators annually;
- ⊕ Establish and equip 93 rural Woredas road offices and
- ⊕ Train staff of Woreda road offices on preparation of Woreda road planning, road inventory and contract administration, etc.

Implementation Strategies

- ★ Promoting access to rural transport services
- ★ Reorient the public expenditure to increase the overall size of the road budget and allocate adequate funds for rehabilitation and upgrading;
- ★ Enforce Axle Load Regulations in order to reduce overloading practices that damage roads
 - Wider and more informed awareness programs for road users,
- ★ Increase maintenance revenues and effectiveness of road maintenance through:
 - Introduction of term maintenance contracting systems
 - Expanding community participation in road maintenance by strengthening labor based and length person maintenance systems for low volume roads
- ★ Strengthen integrated road network planning and maintenance effectiveness
- ★ Build the capacity of private local contractors and consultants and increase their participation in road sector development
- ★ Build the capacity of state owned contractors and consultants;
- ★ Improve road safety and technology
- ★ Address environmental effects on road works by taking measures to ensure conformity of design standards with environmental protection requirements;
- ★ Strengthen the Woreda infrastructure through establishing Woreda road offices in 93 rural Woredas to develop and manage Woreda roads and Human
- ★ resource development in rural road authority and Woreda road offices

5.3. Potable Water Supply and Irrigation Development Plan

5.3.2. Potable Water Supply

Strategic Directions

Ethiopian Somali Region is implementing its GTP II in collaboration with all stakeholders, development partners and private sectors have been undertaking their maximum efforts to improve the access of safe water supply in the region. Because the h a l f o f region's population uses drinking water from sources that are not safe. The problem is much more severe among rural populations. In GTP II, the expansion of the water schemes and access to water will be improved and developed; motorized boreholes will be constructed, while river intakes, multi village projects and concrete and huffer dams will be focused deeply. This would significantly increase the urban and rural water supply coverage of the region.

Second, promoting improvement of water committee in order to sustain and manage water production with regard to water tariff, operation and maintenance based affordability and reducing high rate malfunction of the existing schemes. Establish strong water board WaSHCOs committee at different level related on their professions. As result of proper management scheme conflict usually reduced among the users of the water schemes.

Apparently, enhance implementation capacity concerned with development and recruitment of skilled man power and other technical capacities required to achieve the objectives and planned targets during five year. Encourage capacity of the private and community participation and ownership for implementation and sustainable result of the sector.

Goal

Increase accessibility to safe drinking water supply within acceptable distance (i.e. Increase access to potable urban and rural water supply), minimize the managerial problems of the existing water schemes and resource and develop and scale-up the overall implementation capacity of the water sector.

Major Targets

- ⊕ Drill and construct 94 boreholes for urban and 499 deep boreholes, 311 shallow wells and 1320 hand-dug wells in selected rural towns and villages;
- ⊕ Expand and upgrade water schemes with motorized pumps; 245 in urban and 935 boreholes in rural towns and villages;

- ⊕ Construct 3 river intake in urban and 74 river intake projects, 137 Huffier and 300 earth and concrete dams scheme in rural areas;
- ⊕ Provide 124 urban water supply constructions for urban and on spot construction of 1096 boreholes in selected rural towns and villages in the rural
- ⊕ Carryout potential alternative water source investigation; 172 in urban and 1320 in rural and conduct study and design of distribution systems 370 in urban and 2946 in rural;
- ⊕ Maintain and rehabilitate water supply schemes from boreholes; 2170 in rural and 540 in urban areas, river intakes and 500 water supply schemes from HDWs, ponds, springs, birkas, for the rural parts of region;
- ⊕ In the rural area carry out 89 spring development both gravitational and motorized and Undertake 26 spring development during the plan.
- ⊕ Contraction of stream water harvesting of 4912 Cisten birkas/pod/roof water harvesting.
- ⊕ Increase access to potable water from 46.3% to 81% for urban and from 41.3% to 83% for rural population and regional water supply coverage from 42% to 83% by the end of plan period;
- ⊕ Establish WUAs, WaSHCOs, and water boards from about 500 to 1500 of committees, associations and boards by the end of plan period;
- ⊕ Reducethe rate of malfunctioning in the rural water schemes from 29% to 10% by 2012;
- ⊕ Provide skill trainings from 600 to 2200 for local mechanics, artisans, water supply and electro-mechanical technicians by the end of plan period;
- ⊕ Provide short and long-term trainings for about 1500, 500, and 100 (electricians, management, mechanics-engineers and other technical staffs) respectively;
- ⊕ Establish 3170 private water operators for each water supply scheme
- ⊕ Expand water quality testing laboratory which was not done before, but for the future will be done such as soil lap.

Implementation Strategies

- ★ Expansion (via drilling and construction) of water supply schemes (boreholes, river intakes, huffier dams, ponds, birkas, HDWs, on spot spring development, roof harvesting and cisterns etc.) for urban and rural
- ★ Construction of motorized boreholes with system distribution and improvement and expansion of existing water supply schemes;
- ★ Construction of massive reservoirs of more than 3000m³ in major urban areas
- ★ Increasing and innovating the maintenance, rehabilitation and re-functionalizing of the already existing water supply schemes in urban and rural

- ✦ Increasing the exploration, study and design activities and ground water supply investigation of water supply schemes in both urban and rural by using sophisticated technology.
- ✦ Promoting integrated participation of communities, NGOs and the private sector in the expansion/construction, rehabilitation and management of water supply schemes,
- ✦ Insuring sustainability of major water utility offices including, capacitating, revitalizing and helping electro-mechanical capabilities
- ✦ Raising the awareness of the community on the importance of sustained portable water supply for survival and economic development and enhancing community involvement and ownership of water supply schemes;
- ✦ Building the necessary man power, material and institutional capacities;
- ✦ Focusing on low cost, affordable and labor intensive technologies;
- ✦ Improving the quality and technical performance, efficient and effective managerial system of the sector;
- ✦ Developing tailor-made database systems that facilitate smooth and efficient working process, generation of standardized quality reports, documentation and retrieval, and
- ✦ Facilitation and advocacy for staff career development programs and remuneration adjustment to motivate and retained experienced staff.

5.3.3. Irrigation Development

In recent years, the Ethiopian Somali region has seen significant progress in addressing the delivery of irrigation schemes. Were it had sustainably expand its irrigation sector to cover a larger area, scaling up, the small, medium and large-scale surface irrigation schemes, and exploring and developing its groundwater potential in Siti Zone by launching medium scale sprinkler irrigation projects covering more than 4200 ha and large scale irrigation project in West Gode & Kalafo Irrigation project.

In the second growth and transformation plan, the region has given a key priority to enhance use of water resource for irrigation sustainably and more productively to ensure food security and improve pastoral communities' livelihood through voluntarily based sedentarization program. This will be achieved through increased emphasis on more efficient use of rainfall and improved efficiency and management of existing irrigation systems including private and farmer owned small scale irrigation systems. The strategy recognizes that the greatest and most cost-effective potential for crop and livestock yield increases are in irrigable basin areas. The region will focus on increasing irrigated agriculture in a selected river basin and potential underground water resource based on the Shinile, Liban, Afder, Shebelle and Eastern Somali region development corridor. This will include expanding, small,

medium and large scale irrigation scheme development in a responsible, sustainable, and climate resilient way. Besides, the role of private sector in this strategy is paramount. Therefore, the following strategic issues need to be addressed in coming five year plan:

- (i) Predominantly primitive nature of the overall existing production system, and the need to scale up.
- (ii) Shortage of adequate agricultural inputs and limited improved irrigation technologies,
- (iii) Limited trained human power, to monitor and evaluate technically on the ongoing MDGs' projects.
- (iv) Inadequate extension services and input supply water pumps irrigation scheme areas of the region which result producing same crops throughout the basin area.
- (v) Heavy capital requirement.

Increase access of water resource use for irrigation scheme development, Improve efficiency in irrigation scheme development in the region. And Enhance crop and livestock productivity through Irrigation and Drainage for voluntarily based resettlement desired households of the pastoral community will be the major goals of the irrigation development in the plan period.

Major Targets

- ⊕ Construction of large scale irrigation infrastructure and land preparation for gravity from 4000ha to 23,000 ha.
- ⊕ Construction and drilling of boreholes for irrigation scheme from underground potential water resource exploitation from 97 wells to 200 wells for medium scale irrigation scheme development.
- ⊕ Increase beneficiaries of irrigated farmland of small scale, medium scale and large scale irrigation scheme to 272,103, 15,450 and 23,000 households respectively.
- ⊕ Use WUAs' water distribution system and regulation for equal access of water use
- ⊕ Use of sprinkler and low pressure drip irrigation scheme for water use efficiency.
- ⊕ Headwork construction, lining or pavement of plastic sheet on the main canal will reduce water losses due to seepage and evaporation so as to scale up the existing irrigation scheme efficiency.

- ⊕ Promote capacity building of farmers on scheme management, operation and maintenance including crop and livestock farming technology by linking with research extension services.
- ⊕ Irrigated agriculture requires intensive management as compared with rain fed agriculture and the land holding size per household has significant impact on effectively managing the land in a more productive manner. This is with a due consideration of households' ownership of livestock and need for forage production and will be increased households settled so far under the small scale irrigation scheme up to 272,103 households during the five year plan.

Implementation Strategies

- ★ Promotion of irrigation water resource potentials' study, planning and implementation on economically viable, socially equitable, technically efficient, environmentally sound basis as well as development of sustainable, productive and affordable irrigation infrastructure.
- ★ Promotion of water use efficiency, control wastage, protection of irrigation structures and appropriate drainage systems.
- ★ Provision of high yielding and appropriate technologies supported by agricultural research and extension services; increasing the quantity and quality of marketable agricultural products that can meet the demands of both domestic and international markets as well as providing support to the establishment of appropriate marketing systems; expansion of small- and medium- scale irrigation and water conservation schemes; and ensuring prudent utilization of natural resources.
- ★ Rehabilitate water resource catchment areas and protection
- ★ TVET and training programs designing so as to enhance farmers' capacities to use water resources efficiently, and help to build the community-level institutional structures necessary for effective irrigation and water resource management including supplies spare parts and accessories.
- ★ Promote and ensure that small-scale, medium-scale and large-scale irrigation potential projects are studied and designed to stage ready for immediate implementation by private and/or the government and NGOs at any time including fund raising for communities irrigation scheme construction projects
- ★ Strong public and private sector engagement in promotion of investment on infrastructure such as roads, access roads and telecommunication facilities and irrigation structures.
- ★ Private dealers will be encouraged in procurement and supply of surface water pumps and accessories, farm implements & machineries
- ★ Organizing community own firms such as cooperatives societies; cooperatives play an important role in improving agricultural marketing. Cooperatives play

significant role in the expansion of rural micro-finance. Thus establishment and strengthening of cooperatives is taken as one of the priority areas. Through increased availability of loans to cooperatives and by encouraging them to make effective use of this fund, it was envisaged that production and productivity would increase substantially while concurrently agro processing services would develop significantly.






6. HUMAN DEVELOPMENT PLAN

6.1. Education and Training Plan

Strategic Directions

As stated in the federal government second GTP, the main strategic for education sector are; to improve educational participation, quality and relevance in all education levels, implementing educational development army package in coordinated and organized manner, expanding functional adult literacy and providing special support for emerging regions for equitable education. In line with of the national plan, Ethiopian Somali region state will be pursed its GTP II; concerning general education, technical and vocational education and college of management and public service, where each of the sub sectors due have their own strategic directions.

General Education

-  Provide equal opportunities and participation for all, with special attention to rural pastoralist and agro pastoralist group, children with special need and others disadvantaged groups
-  Ensure quality, fair and accessible education in the pre-primary, primary and secondary education for all; cost effective and participatory education will be expanded through both formal and non-formal delivery mechanisms.
-  Deliver quality education that meets the diverse learning needs of all children, youth and adults
-  Promote effective leadership, management and governance at all levels in order to achieve educational goals by mobilizing and using resources efficiently
-  Assist children, youth and adults to share common values and experiences, and to embrace diversity

Technical and vocational education and training

Previously this sub sector made remarkable achievements, with respect to access, equity and geographical distribution in the region. There is still numerous and unsolved problems that need to be addressed which needs the collaboration effort of all priority sectors (stakeholders). To limit the existing challenges of the TVET

sector the following strategic directions were identified and will be implemented during GTP II.

- ☞ Increase access and equity of both the public and private TVET
- ☞ Quality: appropriate quality assurance monitoring and support will be carried out among TVET institutions to maintain the quality and implement the design of TVET systems in an organized manner.
- ☞ Efficiency and relevance which comprise internal and external efficiency

Goal

General education access, quality, equity, internal efficiency and adult and non-formal education; Improve quality and increased accessibility through expansion of TVET institutions in all zones, improve product or service quality and productivity of all micro and small scale enterprises(MSEs) through provision of industry extension services; build competent and qualified professionals who can undertake community-needs-based assessments, conducting consultancy services to both public and private sectors and strengthen the capacity of leaders and employees found at different governmental offices.

Major Targets

A. General Education

- ⊕ Gross enrolment rate (GER) for pre-primary (age 4-6 years on entry) will rise 16% to 73%.
- ⊕ Gross enrolment rate (GER) for primary grades (1-8) will rise from 64% to 100% and net enrolment rate (NER) will rise from 48 % to 90.5%
- ⊕ Gender parity index(GPI) in primary education grades (1-8) will improve from 0.92 to 1.0
- ⊕ Raise the gross enrolment rate in first cycle secondary (9-10) to 44% from a base of 18% at the start of the plan period.
- ⊕ Increase gross enrolment rate at the preparatory level will increase from 6% to 15%.
- ⊕ Gender parity indices (GPI) for secondary first and second cycles will rise from 0.84 to 1.00 and 0.45 to 0.85 respectively.
- ⊕ Increase grade two students with improved reading and comprehension from 34 % to 70%
- ⊕ Scale up students assessment reaching basic or above proficiency in the early grade Mathematics to 70%

- ⊕ Enhance assessment of grade four students who achieve 50% and above (composite score) in National Learning 50%
- ⊕ Improve assessment of grade eight students who achieve 50% and above (composite score) in National Learning 50%
- ⊕ Develop assessment of grade ten students who score 50% or above (average score) in National Learning from 23% to 50%
- ⊕ Boost assessment of grade twelve students who score 50% or above (average score) in National Learning 34% to 70%
- ⊕ Enhance result of grade ten students that score 2.0 or above (pass mark) in Ethiopian General Secondary Education Certificate Examination from 54% to 70%
- ⊕ Increase result of grade twelve students that score 350 or above (pass mark) in Ethiopian Higher Education Entrance Certificate Examination from 28% to 50%
- ⊕ Lessen grade one dropout rate from 18% to 5%
- ⊕ Decrease grade one to eight dropout and repetition rate from 16% to 2% and from 3% to 2% respectively
- ⊕ Increase survival rate to grade five from 56% to 70%
- ⊕ Boost completion rate to grade eight from 47 % to 74%
- ⊕ Increase formerly illiterate 15-60 year olds that have graduated from two-year IFAE course from 44% to 55%
- ⊕ Raise 15-60 year olds that are participating in post-literacy courses through community learning centers from 0% to 15%.

B. Technical and vocational education and training.

- ⊕ Increase number of accredited public TVET institution from 8 to 14 nationally and regional accredited private institutions from 6 to 9
- ⊕ Lift up the number of assessed and competent MSEs operators from 90 to 5000
- ⊕ Accreditationally the COC of the region from Ethiopian Accreditation Office (EAO) from 0 to 1
- ⊕ Increase number of expanded institutions/colleges from 1 to 6 and established institutions/colleges from 8 up to 14
- ⊕ Increase number of medium and large industries accredited to provide cooperative training from 15 to 70
- ⊕ Establish 1 TVET polytechnic colleges (TI satellite) providing training for trainers
- ⊕ Increase number of capacitated management, administrative staff and experts receiving short and long term from 25 to 1000 and 0 to 100

respectively training on modern management techniques in RTBs, ZTBs
COC, TVET institutes

- ⊕ Increase number/share of existing and new MSEs supported through industry extension services 43 to 150 for the former and 50 to 2300 to the latter.
- ⊕ Increase amount of wealth created through industry extension services from 200,000 to 5,000,000 birr
- ⊕ Increase number of trainees, trainers and administrative staff get awareness on HIV-AIDs and drug and abuse substance from 10% to 95%
- ⊕ Increase number of activities carried out for environmental protection in TVET institutions from 5 to 10 activities
- ⊕ Increase number of MSEs with special needs supported with IES from 0 to 5 MSEs
- ⊕ Increase number of institutions with suitable facilities for agro-pastoralist from 3 to 6

Implementation Strategies

A. General Education

- ★ Government capacity building and good governance programs coupled with full community participations for sectoral development will be designed and implemented for improvement of access to primary and secondary educations to all and to expand education.
- ★ A relevant structure with a clear distribution of mandates and responsibilities at regional, zonal and woreda education office
- ★ Revising the curriculum to allow differentiation and improved targeting, and providing adequate teaching and learning materials with a focus on core foundation skills
- ★ Ensuring that formal schools and alternative basic education centers achieve minimum standards which define the requirements to support effective teaching and learning in a healthy and safe environment; and supporting community-based school management and decision making
- ★ Increasing the use of ICT in education by expanding and improving ICT infrastructure at all levels, producing and widely distributing digital education resources and building the ICT skills and capacity of teachers and leaders to support curriculum delivery

- ✦ Providing oversight of teacher skills through licensing, of the school's teaching and learning environment through inspection, and of overall system performance through regular assessment of student achievement
- ✦ Pedagogical skills, with special emphasis for gender-responsive instruction
- ✦ Core foundational language (emphasizing mother tongue instruction), literacy and numeracy skills
- ✦ Regular gathering and processing of performance information to inform decision making (evidence-based planning and management)
- ✦ An adequate supply of staff with the right mix of technical and leadership skills for each level
- ✦ Private investors will be encouraged to participate extensively in the education sector

B. Technical and vocational education training

- ✦ Raise awareness among industry for the ownership of TVET and foster the transition from institutional to industry based TVET
- ✦ Get national accreditation for the assessment and certification system of the region
- ✦ Create conducive environment (TVET Institution and assessment centers) for trainers, trainees, assesses, all disadvantaged groups
- ✦ Improve linkage between Universities and TVET sector for technology transfer
- ✦ Establish and emphasize implementation of capacity development program for TVET trainers and management bodies at all levels
- ✦ Increase awareness for environmental protection in TVET institution and MSEs work place
- ✦ Establish conducive environment for Special Needs Training (SNT) and assessment for equitable access
- ✦ Improve of share of trainees and assessed trainees in agro-pastoralist and pastoralist community

- ★ The public, the private sector and other actors will work in a coordinated manner to ensure that the chamber of industries will take the task of future occupational standard development and certification.

6.2. Health Sector Development Plan

Strategic Directions

In the second GTP, health sector given due attention from failures (gaps) of GTP I were the country in general and the Ethiopian Somali region in particular registered. That is why the following gap will be addressed:

Improving the health status by promotion of good health practices at individual, family and community levels and the provision of preventive, curative, rehabilitative and emergency health services will be strived. More endeavors will be undertaken to improve equitable access to full spectrum of essential, quality health services, including health promotion, disease prevention and treatment, rehabilitation and palliative care. In addition, empowering communities will contribute in improving the societies own health and improving community participation and engagement. Enhancing good governance in the health sector is also a vital strategy in persuasion of the regional GTP II.

Likewise, during the second GTP most attention will be given to improving health infrastructure, advance supply chain and logistics management, improving decision-making through evidence generation, acquisition translation and dissemination, enhancing use of technology and innovation and improve development and management of human resources for health sector. Besides, the role of the private sector in the delivery of health service will be promoted, while it will be effectively regulated to the standards set by the country's rules and regulations and ensure the provision of good quality health service that satisfies all citizens.

Strategies are also designed to prevent the prevalence of diseases resulting from climate change and peculiar to the pastoral communities. In this regard, public awareness and engagement will be improved. This will be implemented using model family, strengthening participation of the public wing, formulating legal framework and monitoring its implementation and by strengthening community participation in health administration. In general, the second growth and transformation plan considered and mainstreamed all relevant elements of the post-2015 development agenda with regards to health in the Ethiopian Somali region.

Goals

The general goal of the health sector development plan is to ensure and deliver equitable promote, preventive, curative and rehabilitative services ensuring that all people obtain the health services they need without suffering financial hardship; enables the community to practice and produce good health and be protected from emergency health hazards; efficient, accountable and transparent institutions serve all segments of the population and communities are served by qualified, committed and motivated providers in health facilities that have the necessary equipment, tools and technological solutions as per the standards.

Major Targets

- ⊕ Construct 4 general hospitals
- ⊕ Reduce Maternal Mortality Ratio (MMR) from 420 to 191 per 100,000 live births
- ⊕ Reduce Under-five Mortality from 68/1000 to 36/1000, infant Mortality from 59/1000 to 22/1000 and Neonatal Mortality from 49/1000 to 30/1000
- LB
- ⊕ Reduce childhood stunting, wasting and under-weight in under-5 year from 40%, 9% and 25% to 26%, 4.9% and 13%, respectively
- ⊕ Reduction in number of TB deaths and incidence rate by 35% and 20% respectively compared with 2015(GTP I)
- ⊕ Reduce malaria case incidence and mortality by at least 50% each compared with 2015(GTP I)
- ⊕ Reduce percentage of premature mortality from NCDs by 12.5% from its current level in 2015 (GTP I)
- ⊕ Increase Contraceptive Prevalence Rate (CPR) from 7% to 55% and reduce Total Fertility Rate (TFR) from 7.3 to 4.3
- ⊕ Reduce unmet need for family planning from 24% to 10% and reduce adolescent/teen age pregnancy rate from 12% to 5%
- ⊕ Increase proportion of women having at least 4 visits of Antenatal care from 38% to 84%, increase deliveries attended by skilled health personnel from 18% to 80% and increase postnatal care coverage from 39% to 85%.
- ⊕ Increase the proportion of pentavalent 3 immunizations from 49% to 90%, measles immunization from 36% to 86% and fully immunized children from 34% to 86%
- ⊕ Increase proportion of children aged at 6-59 months who received vitamin A supplementation to 100%
- ⊕ Increase TB case detection rate from 29% to 90%; TB cure rate from 80% to 100%

- ⊕ Eliminating malaria in 10 selected woredas
- ⊕ Reduce prevalence of trachomatous trichiasis (TT) from 1.95% to less than 1%
- ⊕ Reduce the prevalence of current khat-addicted persons aged at 15 and above by 55%
- ⊕ Improve consignment laboratory test of food from 14% to 80% and for health products from 3.4% to 25%
- ⊕ Improve post marketing surveillance of food from 10% to 100% and for health products from 3% to 55%
- ⊕ Increase availability of essential drugs for primary, secondary and tertiary healthcare to 100%
- ⊕ Increase proportion of health facilities that conduct lots quality assurance sampling (LQAS) from 36% to 85%
- ⊕ Increasing the primary health care coverage from 57% to 85% as per the revised formula of 1HC:15000, 1 HP: 3000
- ⊕ Expand health facilities construction to meet the national standard and improve access to quality care by increasing the number of HP 952 to 2135, the number of HCs from 208 to 437 and number of primary hospitals from 7 to 40 hospitals.
- ⊕ Increase Life Expectancy at birth from 58 years to 70 years

Implementation Strategies

- ★ Enhance leadership capacity to foster professional education and development with the goal of inspiring and motivating health professionals to be committed and servant to the public
- ★ Financial management, transparency and accountability development program
- ★ Scale-up community based health insurance and social health insurance schemes
- ★ Introduce Kaizen and strengthen health sector reform for quality improvement
- ★ Scale-up integrated information management system for pharmaceutical supply and services
- ★ Undertake measures to reduce drug wastage and integrated pharmaceutical waste management
- ★ Reform and implement urban and pastoralist health extension programs
- ★ Strengthen the health development army (HDA) to contribute to better health outcomes and climate resilient green economy through empowering individuals, families and communities

- ✦ Increase health literacy and health system literacy of the public to improve quality of care
- ✦ Introduce proactive and innovative domestic financing mechanisms
- ✦ Implement a “one plan”, “one budget” and “one report” approach at all levels of the health system
- ✦ Build capacity of health facilities, Woredas, Zones, and regions to analyze and use data for decision-making at the local level
- ✦ Collaborate with relevant authorities to scale-up civil registration and vital statistics nationally and use the data to inform planning and programming
- ✦ Strengthen the human and laboratory capacity of research institutions and linkages with industries.
- ✦ Scale up training and development of health professionals based on health needs taking into account current stock, demand, supply, skill mix and distribution in public and private sectors, as well as local and global labor markets.
- ✦ Maintain and improve competence of the health workforce through effective, efficient and sustainable continuing professional development.
- ✦ Adopt and dissemination of policies, standards, laws, manuals and procedures for betterment of the health of all people in the region
- ✦ Improving regulatory infrastructures through strengthening/establishing, equipping and maintaining of health regulatory bodies at regional and woreda level.
- ✦ Strengthen the public-private partnership
- ✦ Inorder to increase the participation of private investors in the pharmaceuticals, production of medical equipment, and in other areas with service gaps, various incentives and motivational systems will be implemented in accordance with the government’s investment policy.
- ✦ Strengthening collaboration with Federal FMHACA regulatory bodies

HIV/AIDS

Strategic Directions

The major strategic directions in GTP II on HIV/AIDS Prevention and Control in Ethiopian Somali region are creating enabling environment; intensifying HIV prevention; increase access and improve quality of chronic care and treatment; strengthen care and support services to mitigate the impact of AIDS and strengthen generation and utilization of strategic information.

Goals

To reduce the rate of new HIV infections by 50% at the end of the year five; to reduce HIV-related morbidity and mortality and improve quality of life of people living with HIV/AIDS; to improve the livelihood of the needy orphans and vulnerable children and people living with HIV/AIDS and to ensure timely generation and utilization of strategic information and thus enhance evidence-based decision making for the multi sectoral HIV/AIDS response.

Major targets

- ⊕ Increase HIV comprehensive knowledge among adult population aged 15-49 from 22.6% in 2015 to 80% by 2020.
- ⊕ Reduce percentage of young people aged 15-19 years who start sexual debut at age of 15 years from 2.4% in 2015 to 1.7% by 2020
- ⊕ Increase percentage of young people aged 15-24 who use condom consistently while having sex with non-regular partners from 59% in 2005 to 80% by 2020
- ⊕ Increase percentage of female sexworkers reporting consistent use of condom from 73.4% in 2015 to 98% in 2020
- ⊕ Support up to 60,000 orphans and vulnerable children and 30,000 people living with HIV/AIDS over the GTP II
- ⊕ Increase Anti-Retroviral Therapy enrolment from 23% in 2015 to 95%
- ⊕ Improve Pediatrics Anti-Retroviral Therapy coverage from 58 % to 90% over the GTP II
- ⊕ Increase percentage of pre-Anti-Retroviral Therapy patients' eligible for and taking cotrimoxazole prophylaxis from 68% to 95% over the GTP II
- ⊕ Implement the electronic multispectral response information system (EMRIS) up to Kebele level.

Implementation Strategies

- ★ Ensure access and enhance uptake of HIV counseling and testing services
- ★ Increase availability and utilization of sexually transmitted infection prevention and control services
- ★ Ensure availability of essential opportunistic infections, Anti-Retroviral drugs and reagents
- ★ Scale-up comprehensive prevention interventions addressing most at risk populations (MARPs)

- ✦ Intensify HIV prevention in the development schemes(workplace and school based) including new business opportunity locations
- ✦ Support universities and colleges to provide pre-service training for health science students in particular to train health workers on HIV/AIDS
- ✦ Build the capacity of networks of associations of people living with HIV/AIDS, orphans and vulnerable children, elderly people, people with disability, civil society organizations and faith-based organizations
- ✦ Strengthen income generation activities to sustain the program
- ✦ Strengthen kebeles to provide support to community anti-AIDS movement document, share and scale up best practices
- ✦ Strengthen community based HIV prevention interventions to address the general population
- ✦ Build HIV/AIDS response coordination capacity of HAPCOs/HBs at all levels.

7. CAPACITY BUILDING AND GOOD GOVERNANCE

Attempt made during the first growth and transformation establishes stable and secure developmental and democratic government system and achieved remarkable results in Ethiopian Somali region. In the second GTP, the region has been planned to achieve strengthen all-inclusive capacity building initiatives, to improve justice sector, strengthen good governance and to address the bottlenecks in effort to implement good governance. To achieve the economic and social development strengthening good governance plays a key role in mobilizing human and capital resource taking into consideration their efficiency and effectiveness. Hence, improve working system in the public, strengthening good governance and democratic system will pave the way to economic and social development and hence to achieve Sustainable development Goals from 2015-2030.

7.1. Capacity Building

Strategic Directions

More endeavors were undertaken by the region in capacitating the civil service to enhance public service delivery. More reforms have been implemented in the region at different administrative levels; however, there is the need to accelerate the public service delivery through strengthening the capacity of the civil service and human

resource management systems; anti-corruption activity; service rendering process and replying speedy redress to grievances submitted by service seeking person; enhancing audit coverage and accountability and improving organizational capacity building and communication with stakeholders are the major capacity building directions during GTP II for Ethiopia Somali regional state.

Goals

Increase the core competencies and develop the overall capacities of human resources; installations of woreda-net database systems and application of development ICT services; improve the service delivery system in all institutions and creation of awareness about corruption and combat corruption; improve financial transparency and accountability and strengthen issue practicing certificate of competence to private auditors & certified accountants.

a) Establishing government structure with strong implementing capacity

- ⊕ Launch long term institutional capacity building of Kebeles;
- ⊕ Implement pastoral good governance package at Kebeles levels;
- ⊕ Provision of long and short term trainings and its full sponsorship for upgrading the high performers including the lower, middle and higher officials as well the top scored students through diploma, degree and master or PhD
- ⊕ Ensure the implementation of the BPR program at all city administrations and conducting BSC training to all regional technical teams;
- ⊕ Develop computerized regional human resource information system and
- ⊕ Provision basic and application of ICT trainings for civil servants and operationalize Woreda-net service.

b) Ensuring transparency and combating corruption from its source

- ⊕ Uplifting the capacity and ability of the anti-corruption forces to be successful in combating corruption in an organized and perpetual way
- ⊕ Establishing and introducing registration system of the wealth of government authorities and civil servants to track opportunities for corruption to appear in 100%
- ⊕ In the anti-corruption campaign increase the number of informants up to 100% by the end of GTP II and resolve 300 corruption crimes in a way that they get 95% approval by the prosecutors
- ⊕ From the documents of corruption crimes which are approved/evidenced and charged winning by 90% by doing so, returning 95% of the corrupted wealth to government

- ⊕ Spreading ethics and anticorruption education and boosting awareness of the public by of appropriate techniques and media so as to create an aware society with no tolerance to corruption
- ⊕ Examining the practices and procedures in government office and public enterprises in order to prevent corruption by reinforcing methods of work and eliminating methods conducive to corrupt practices.

c) Ensure rapid redress to submitted grievances

- ⊕ To reduce the number of grievances of society that will have been solved from 50% to 0%
- ⊕ To improve the prevention of maladministration from 25% up to 75%
- ⊕ To investigate the complaints and resolution

d) Enhance the Capacity of the Audit System

- ⊕ Increase the audit coverage of the audited entities from 56% to 80% at the end of the plan period
- ⊕ 70 % of the budgetary institutions will have financial and compliance audits
- ⊕ Reduce Audit backlog from 3 years to 1 year
- ⊕ Increase audit coverage of regional expenditure from approved budget from 57% to 70 %
- ⊕ Increase field work supervision, monitoring and evaluation of the auditees from 15% to 50% at the end of strategic period
- ⊕ Increase field work supervision and review of each audit stages from 20% to 65% by the end of the plan period
- ⊕ Decrease the delays of reports and management letter issuance from 20 to 7 days
- ⊕ 50% of audited entities will have follow up audit by the end of the strategic plan period
- ⊕ Increase the number of private auditors and accountants / association from 0 to 15 by the end of 2012 EFY
- ⊕ Increase in number of trained staff in financial and performance audit, management and use of audit software
- ⊕ Efficient and effective audit planning and audit management through use of audit software

Implementation Strategies

- ★ Develop and implement public service excellence award system in civil service institutions;

- ✦ Search upgrading educational opportunities through dealing with national and international Universities;
- ✦ Handling complaints of customers and taking corrective measures; Implement the BPR and BSC as a tool for institutional reorganization; Develop conditions of service guidelines and service delivery charter Introduce policy toward employment and provide trainings for all new employed civil servants in each year and developing ICT centres in the entire region
- ✦ Building development work forces in order to create societal organizations that actively participate in the combat against corruption;
- ✦ Create transparency in the land administration, market, taxation and collection, revenue, justice service, registration of assets owned by political leaders and public officials;
- ✦ Heightening public participation in anti-corruption struggle through coordination of relevant bodies and establishing bodies of various segments of the society
- ✦ Using methods that help to identify the areas of services and operational systems which are easily susceptible to corrupt practices in order to uproot their operational system and drain every sources of corruption
- ✦ Any government offices are obliged to receive and timely reply any grievance lodged against thereof by the service seeker persons
- ✦ In dealing with the right to lodge a grievance, any government offices is obliged to inform the service seekers information relating to the nature of service it provides and the grievance hearing body within government office that may be lodge any grievance the service taker may encounter
- ✦ Shifting of audit service system based to risk based approach
- ✦ Implement computer assisted audit techniques (CAAT)
- ✦ Expand private audit firms and enhance quality service given by private audit institutions
- ✦ Organize regular review meetings with woredas and regional sector bureaus annually;
- ✦ Continue upgrading and training to workers especially the technical professional staffs to implement the strategies and programs
- ✦ Organize induction courses for new staff; job related and technical training in financial and performance audit.
- ✦ Procure additional working equipment and furniture including computers, new software's, digital and video camera and acquire additional vehicles for logistics to ease audit fieldwork and supervision
- ✦ Facilitate conditions to the council in order to follow up the executive bodies to implement the reports

- ★ Develop internal and external communication policy and strategy and a clear policy framework for dealing with the media.

7.2. Justice Sector Development

Strategic Directions

Strengthening the effectiveness of the justice system in terms of its ability to discover the truth through legal procedures for a stable democratic and developmental state and thereby creating a suitable environment for successive development endeavors by; Ensuring independence, transparency and accountability of courts and the judicial system in general and in particular building a stable and strong regional system and ensuring the peace and security of it's the citizens is the major direction of the justice sub-sector in Ethiopian Somali region's GTP II.

Law enforcement institutions have made remarkable achievements in the region in GTP I, but now they are expected to handle the peace and security of the community, investigations of fact finding and justice.

In GTP I the role of prosecutors were immense but here are important gaps identified, ethics, attitude, skill and knowledge of the human power at all levels; efficiency, fairness, effectiveness, quality, accessibility, transparency and accountability in the performance of the service giving; strengthening of the justice system in comprehensive and integrated participation of the stakeholders and society; insurance of the supremacy of the constitution and the rule of law based on transparency and accountability for GTP II.

Ensuring independence, transparency and accountability of courts and the judicial system are important element of the court in Ethiopian Somali region. Were both Sharia and Supreme Court are complementarily implemented has identified the following directions in GTP two:

- Provide effective judicial services and improve judicial accountability and transparency and enhance independence; extend the judicial coverage and accessibility and improve availability of information and data in the court system; enhance the human capacity and reduce the family related disputes.
- Since Ethiopia Somali region share ample borderline with Oromia and Afar regional state, it's likely to have border disputes. Augmenting gaps concerning the peace and security on the border areas were circumstances need speedy decision will give special emphasis over the coming five years.
- After the court decision, corrections for inmates is the other dimension of the justice sector and in GTP II correction facilities of region has to; provide

effective and efficient rehabilitation service; Improve accountability and transparency; extend the rehabilitation and correction service coverage and accessibility; improve availability of information and data in the prison commission system; enhance the human capacity.

Goals

a) Law Enforcement

Safety and security of the community, social justice are the main objectives for the GTP II, in line with this the following targets are important:

- ⊕ Increase community policing and strict use of police property
- ⊕ Increase the police service delivery for the community on a variety of criminal Investigation
- ⊕ Increase the promotion of human rights and democracy
- ⊕ Collect and analyze criminal and statistical use of the electronic addresses(IT) at a regional wide level
- ⊕ Increase the capacity of executive leadership and enforcement
- ⊕ Provide scholarships to members of the police respectively deserve

b) General Prosecution

Protecting the interest of the public and government through minimizing crimes and threats of crime and enhancing the credibility of public and government in the justice administration system are the major goal of GTP II. Here are the targets:

- ⊕ Reduce crime from 80 to 60% through establishing an integrated crime prevention system and raise the conviction rate of prosecutors to 98%
- ⊕ Make 95% of minor cases initiated upon complaint and without government and public interest end through mediation
- ⊕ Ensure the respect of the rights of arrested and imprisoned; expedite conditions helpful to provide effective service for those asking parole, pardon and having their term of imprisonment terminated
- ⊕ Raise the participation and satisfaction of crime victims and witnesses to 85% through establishing a system of support and protection Have 65 laws based on studies
- ⊕ Provide reliable legal advices requested from government institutions
- ⊕ Enrich the enforcement of law by providing legal awareness to 1,000,000 of the society population
- ⊕ Efficiently take to court and litigate 90% of cases on violence against the rights of women and children

- ⊕ Prevention and control of HIV/AIDS; providing 100% legal support for people who live with the virus and drafting laws for ensuring the rights of victims and
- ⊕ Respect and enforcement of 100% of the rights of the disabled and elderly people

c) Courts

Enlarge the judicial coverage and accessibility in both supreme and sharia courts major objective in GTP II but here are the rest:

- ⊕ Reduce from 20% to 80% of case decision rendering time
- ⊕ Initiatives that have been started to make the judicial service accessible to women and children such as the child friendly benches will be expanded and fully implemented
- ⊕ The initiatives that have been started to make the court environment more-friendly to the users where the later can get services without humiliation, intimidation and in a manner that accords to human dignity will be expanded and implemented in all the courts of the region
- ⊕ Indigent litigants will be provided with adequate legal counsel and legal aid; adequate translation services will also be provided The traditional
- ⊕ justice system will be institutionalized
- ⊕ Ensure full independency from all sorts of interests and unnecessary interferences;
- ⊕ Appropriate number of professionals will be trained for their second and third degree and a system will be established to this effect;
- ⊕ Improve the dissemination of laws and Sharia knowledge in electronic and hard copies will be implemented
- ⊕ To see that the family disputes has reduced roughly 60% at the end of the year of 2012.

d) Conflict Resolution on neighboring Regions

Ensure sustainable peace and development and prevention and resolution of inter clan conflict is the major objective of GTP II:

- ⊕ Minimize conflict through establishing early warning system and rapid response
- ⊕ Find solutions to 72,365 peoples who are internally displaced
- ⊕ Completethe demarcation of remaining 33 kebeles and undertake monitoring and evaluation at border woredas
- ⊕ Conduct survey research to conflict sensitive woredas and identify the root cause of conflict and find for last solution booked kebeles

- ⊕ Formation of joint peace committee and peace forums from border woredas raising awareness of youth, women, clan leaders, and ulamas and
- ⊕ Prevent inter clan conflict before it reaches crises stage by strengthen unity and co-existence among different clans

e) Prison Administration

Developing a quality change-oriented rehabilitation service, promoting transparency and accountability upon rehabilitation services are the major objectives of GTP II:

- ⊕ Ensure that inmates' rights are handled properly and every work should be done out of shadow;
- ⊕ Ensure that the human, democratic and basic rights of detainees are fully protected and respected
- ⊕ Ensure officials, security personnel/management and staff trainings has been conducted
- ⊕ Guarantee inmates has formal education and skill and professional trainings
- ⊕ Ensure equipping office and rehabilitation centers and existence database management system
- ⊕ Ensure that the new construction of rehabilitation centers be constructed selected sites that are suitable the prisons to produce competitive marked needed productions to increase income
- ⊕ Maintenance and expanding the existing 3 rehabilitation and correction centers;
- ⊕ Ensure that families and community are prepared and sensitized for the reintegration of the prisoners back into society;
- ⊕ Ensure that the ex-offenders image has been reshaped and re-corrected

Implementation Strategies

- ★ Strengthen the collection of information as well as conduct investigations with the help of technology,
- ★ Strengthen the crime prevention system through identifying, the key points, recording and analysing data,
- ★ Provide awareness of legal education to the community and play important role in crime prevention
- ★ Carryout investigations in paying the due attention on crimes committed against the constitution and the constitutional order, violence offences on women and children, Homicide, drug trafficking, organized crimes, human trafficking, money laundering, economic crimes and other serious crimes,

- ✦ Establish and develop mediation system and ensure that the mediation system is in line with the provisions of the relevant laws and in respect to the right of the victims of crime.
- ✦ Improve the human rights protection through visiting prison administrations.
- ✦ Develop the system of following up advocates performance and strengthen 50 hours free advocates service requirement through establishing a follow up system,
- ✦ Draft a law on alternative dispute resolutions methods and conflict of laws as well as ensure its ratification and adaptation
- ✦ Arrange a panel discussion and ensure 90% participation of the society and stake holders for draft of laws seeking recommendations;
- ✦ Establishing a system which prevent and enable to give complete response for violence against in women and children based on study and implement it in collaboration with justice sectors and its stakeholders;
- ✦ Conducting speedy investigation and prosecution to crimes against women and children and to ensure that such offenders are convicted of a proportionate punishment able to give a lesson to others;
- ✦ Provide due attention towards women, children and youth affairs in the performance, evaluation and discussion on the sector plan;
- ✦ Providing consecutive trainings on awareness of prevention of HIV/AIDS for different levels of the sector employees
- ✦ Provide legal awareness in respect to the protection rights of the disabled and the elderly people.
- ✦ Improve the court administration system in order to attain efficient, effective, transparent and independent judicial system
- ✦ Public awareness and education about the regional and federal laws both in the court rooms and other venues
- ✦ Social courts will be established in all the Kebeles of the region
- ✦ Procedures, manuals and guidelines will be developed for social courts and traditional courts as well and their mandate defined
- ✦ Extended but fixed benches will be created in highly populated and geographically distant places
- ✦ The verdictand decisions of the social and customary courts will be enforced accordingly
- ✦ Enhance of institutional capacity building implementation, such as logistics facilities, equipment and other necessary materials
- ✦ Judiciary management committees will be strengthened and hearings will be organized for complaints
- ✦ Assign about 500 additional of judges and registrars

- ✦ Intensive courses will be offered for judges and registrars at least once a year at all levels, in order to enhance their skills capacity and to address the shortcomings in the knowledge, ethics and skills
- ✦ Selecting and conducting of trainings and workshops will be based on the needs assessment
- ✦ Create awareness in the society about traditional harmful practices and
- ✦ Public awareness and education about the Sharia and develop curriculum for Sharia courts
- ✦ Stop new settlement programs to disputed border area
- ✦ Broadcasting programs concern about advantage of peace and disadvantage of conflict, problems related to conflicts, peace building and don't harm, tolerance, and pluralism through TV and radio etc;
- ✦ Building strong tolerance, multiculturalism, respect, other believes cultures, religion, and ways of life among different nation and nationalities, and different ethnic groups along the border line;
- ✦ Stop internal displacement, looting of livestock and killing of innocent people
- ✦ Building strong relationship and peaceful resource sharing among different ethnic groups and
- ✦ Provision of mass training for existing security personnel, inmates, support staff, process owners and protection arms should be maintained;
- ✦ Establishment of mechanism to ensure that the rehabilitation and correction system is fully implemented by clear understanding and equal participation of all concerned bodies;
- ✦ Establish Prison Industry where by the inmates developmental outputs are felt in the contribution of the GDP at large.
- ✦ Construction and furnishing 7 zonal correction centers in the remaining zones that does not have correction centers (since the law says where ever their police commission, prosecution bureau, and court bureau there should be prison administration correction center);
- ✦ Construction of Ethiopian Somali Regional prison Administration Commission head Quarter Office (to minimize the costs of rental and loss of important documents during shifting from one place to another);
- ✦ Strengthening the implementation of Business Process Re-engineered Program (BPR) in order to minimize the cost, quality and Time to bring fundamental changes to cause high quality and results based outcome;
- ✦ Construction of huge and latest main regional prison administration correction and rehabilitation center and
- ✦ To strengthen the ties and the collaboration between federal and regional Prison Administration commissions in order to insure uniformity.

7.3. Democracy and Good Governance

Strategic directions

Parliament council in region has many functions and responsibilities; including law making, oversight and representation. Law making role of parliament can ensure that the necessary enabling legislation to make progress toward political, economic and social needs of the region. The oversight role of the parliament allows the representative body to hold the government and other stakeholders accountable. The representation role will include ensuring citizens, different stakeholders and civil society groups have a voice and involved in regional governance issues. These roles of the parliament are major step stone to sustain democracy and good governance and needs a lot improvement in GTP II of Ethiopian Somali region.

In Ethiopia Somali regional state decentralizing the decision making power to lower tiers of government was one of fundamental direction during the coming five years. Where district-level decentralization program (DLDP) was one of the government initiatives to deepen decentralization, institutionalize decision making for democratic participation of the people and therefore active community participation in development and local governance is necessary condition for sustainable development and legitimate governance.

During the last five years of GTP, government communication and media has been made great effort to expand and capacitate regional media, scale up scale up the community participation on good governance and development, built good image of the region through different international medias, but there are task left to be done and put as a major direction of regional GTP II: strengthening capacity of government communication and public relation personnel's of the sectors; fortify the media outlets of both private and public and create a society who has common consensus about development and national issues.

Goals

- a. **Parliament:** The role of regional council is to decide to amend bills enacted into laws or create a new one which benefit the public interest and improve the quality of life in the region is main goal in GTP II:

Targets

- ⊕ Translation of civil code procedure and criminal code procedures
 - ⊕ 50 directives (working manuals) will be printed and distributed to regional, Woredas, city administrations and Kebele, councils. In addition 2000 Federal and 3000 regional constitutions will be printed and distributed Printing and
 - ⊕ distribution of proclamations and it is conditioners and 800 federal and 1000 regional flags
 - ⊕ Three workshop to all standing committees members on human rights , equality gender perspective and environment change integration in the law making and oversight process and
 - ⊕ Develop a mechanism in which citizens can fully participate in all matters that they have stake like; conducting community opinion survey once a year and training on good governance for 68 Woredas, 4 cities administrations and 1224 Kebeles Councils members
- b. Good governance and Decentralization:** enhance community involvement and participation in development, democratic and good governance process; are the major objectives of GTP II
- ⊕ Implementation of pastoral and agro pastoral good governance package for all kebeles;
 - ⊕ Develop a mechanism in which local community can fully participate in all matters that they have stake;
 - ⊕ Organize civil society organization in all kebeles and build their capacity and
 - ⊕ Conduct community opinion survey every other year
- c. Communication and Media:** Establish and strengthen regional media; create effective and efficient public relation system in the region are major objective for the regional government in GTP II and also here are major targets:
- ⊕ Extending the coverage area of FM Jigjiga, establishing one short wave radio and 5 private press media at regional level
 - ⊕ Establishing 4 community radios and 4 information centres at four city administrations
 - ⊕ Providing long and short term training for 475 journalists & technicians
 - ⊕ Publishing 5,000 copies of annual book and 10,000 copies of quarterly magazines, about the regional government development activities
 - ⊕ Enhancing the number of copies of Dhambal journal from 24,000 copy to 156,000 copies & distribute all the over the region
 - ⊕ Provide long and short term training for 400 professional journalists, technicians, editors and system engineers and
 - ⊕ Creating a citizen who has common consensus about the national issues

Implementation Strategies

- ✦ Prepare training materials and DSA, organize national flag day calibration and Organize conference meeting
- ✦ Broadcast its sessions via regional television, radio and publishing bi annual Newsletters
- ✦ Conduct outreach visit to regional member of parliament with citizens and organize an induction training for 75 % of the total MP's 69,682
- ✦ Induction training on the duties, responsibilities and role of parliament and code of conduct including requirement to strive towards elimination of sex prejudices and mainstream gender issues
- ✦ Develop legal framework to assure good governance and decentralization at woreda and kebele level
- ✦ Establish community and civil society associations at local level;
- ✦ Organize and conduct community involvement and participation workshops, forums and dialogues and procurement of office facilities for local level
- ✦ Advocate establishment of short wave and community radios from the concerned institutions of the federal government
- ✦ Develop regional media policy based on national media policies & creating modern grievance obtaining and complain resolution information service system
- ✦ Create favorable situation that would enable private press media establish in the region by adopting, translating and implementing freedom of information and mass media proclamation & establish the norms of the practice of journalism, such as a developing code of conduct and code of ethics;
- ✦ Use modern technologies, create a mechanism for collecting, organizing and conserving all necessary data & information about the region
- ✦ Conduct discussion forums intended for raising awareness and giving clear picture of the regional policies, strategies and issues that help to have national consensus
- ✦ Develop quality communication service by creating good relationship environment

8. CROSS CUTTING SECTORS

8.1. Women and Children Empowerment

The issue of ensuring gender equality and women empowerment has been an ongoing process with significant levels of achievements of the last five years. Earlier efforts begun with introducing the concept and process of mainstreaming gender within national development plans such as GTP and MDG as well as sector specific plans such as the Education Sector Development Plan and the Health Sector Development Plan, The concerted effort has brought about exemplary achievements in several areas. Primary among these are achievements in the social, economic and political arenas. However, there are still challenges in the world in general and Ethiopia in particular and specifically the Somali region with regard to gender equality and women empowerment. Women are suffering or subjected to variety of injustice at different level from different structures which demand intervention.

Gender Gap was addressed through targeted measures that were taken to improve girls' access to primary education, Promote women reproductive health services eradicate harmful traditional practices (including FGM and GBV) and increase women participation on socio-economic and political.

Goal 1: Enhance active participation of women in development, democracy & governance for women's benefits in economic, political, social empowerment.

Major Targets

- ✓ Increase the number of women economically empowered by letting 12,000 participate in micro and small scale enterprises.
- ✓ Organize and empower women by establishing women associations, cooperatives, and self-help groups from 470 to 6000 women selected from woredas of the Region.
- ✓ Promote women benefited income generating activities (credit and grant services) to 18,000 women in the region.
- ✓ Facilitate women benefited/get technical and vocational trainings to 40,000 women and girls.
- ✓ Ensure women accessed time and labor saving technological products for improving women's social development to 10,000 women in the region.

Implementation Strategies:

- ✓ Organizing forum with the agenda of women's encouragement in participation.
- ✓ Encourage women in missed farming activates activities.
- ✓ Assist women to form cooperatives and advance the beneficiaries.
- ✓ Encourage women to increase their income by participating in other income generating activities other than agriculture.
- ✓ Promote women's use of saving and credit services.
- ✓ Increase women participation in all educational levels.
- ✓ Providing better health care and combat women related health problems
- ✓ Extend programs that help decrease the work burden of rural women
- ✓ To creating conducive environment to enable women associations operate effectively.
- ✓ Increase decision making role of women
- ✓ Addressing the problems of gender based unemployment;
- ✓ Developing enabling environment that promote for girls' enrolment in primary and secondary education, and
- ✓ Creating a situation in which women's associations can scale-up their struggle for their basic rights.

Goal 2: Eradicate harmful traditional practices including FGM and GBV in the Region.

Major Targets

- ✓ Ensure eradication of female genital-mutilation (FGM) 32 to 60 percent of the society
- ✓ Reduce HTP including GBV, abduction, early marriage and other to decrease average of 55 percent.
- ✓ Strength women members in decision making by increasing women in parliament (at all levels) from 35% to 45%.
- ✓ Distribute IEC and BCC materials on gender issues
- ✓ Gender mainstreaming in all pastoral agricultural development interventions with particular emphasis rural women.
- ✓ Carryout outcome and impact survey and monitoring and evaluation on eradication harmful practices once in a year.
- ✓ Ensure participation of girls in education is improved incrementally

Implementation Strategies:

- ✓ Community mobilizing and awareness rising on eradicating FGM, GBV, early marriage etc.
- ✓ Adopting, customizing and implementing regulatory legal framework to protect women from harmful traditional practices;
- ✓ Conduct periodic sessions and debate forums concerning harmful traditional practices for religious, practitioners, elders and parent groups, and
- ✓ Carryout bulk community mobilization and awareness programs to eliminate harmful traditional practices.
- ✓ Mainstream gender affairs in other sectors and look for mechanism to strengthen gender equality at woreda level.

Child Protection, Care, Participation and Development

Promoting the economic and social development of the region child welfare main emphasis lies in protecting rights and facilitating conditions which will enable children protection and care. In addition to that it will play its duty of preventing the occurrence of social welfare problems in the society. The child welfare programs include programs that have their bases on the family and the society and implemented through formal government and NGOs and the informal ways through which the society by itself support each other in the community.

The programs that are implemented for the children are focused policies, programs and community based alternatives cares that allow the children free from abuse, neglect and exploitation, freedom and their social connection to their community to be intact and care and support will be given within their community rather than institutions which preserve the social tradition of family ties and family support (such as Kafala, foster care etc.).

Goal 3: Provide Protective, Preventive, Rehabilitative and Developmental Programs for Vulnerable Children

Major Targets

- ✓ Establish and strengthen community care coalitions (CCCs) at 900 kebeles of the Region.
- ✓ Organize community sensitization and mobilization on better parenting skills to 3560 community members.
- ✓ Established system to enhance awareness about gender and children.
- ✓ Establish and strengthen child protection and GBV cluster coordination at regional and zonal levels.

- ✓ Conduct mapping existing services in child protection assessment at in woredas and city administrations of the Region.
- ✓ Establish, strengthen and supports CRC school clubs, children with disabilities.
- ✓ Conducts annual assessment in child protection (abuse, neglect, exploitation etc.) in the whole woredas of the Region.

Implementation Strategies:

- ✓ Preparation of manuals, directives about rights of children, family.
- ✓ Implementation of child right convention program.
- ✓ Construction of recreation centers and child friendly spaces for children.
- ✓ Conduct community sensitization and mobilization on child alternative care.
- ✓ Develop long/short term training packages on child care and welfare to the community.
- ✓ Conduct rapid child protection assessment.

Goal 4: Design and implement child legislation and policies that take international child right convention into consideration.

Major Targets

- ✓ Draft policies and laws on children right and translate into Somali language.
- ✓ Adopt international, continental and national child right conventions and charters.
- ✓ Strengthening child protection actors including police officers, prosecutors towards custodial corps and child protection, CRC at all woredas of the Region.
- ✓ Distribute IEC and BCC materials on child protection.
- ✓ Advocating for the mainstreaming child rights and protection issues.
- ✓ Facilitate establishing child parliaments and promote children participation in development activities.

Implementation Strategies:

- ✓ Develop child right protection convention in collaboration with stakeholders.
- ✓ Preparing and disseminating child best interest determination guidelines & child right protection messages.
- ✓ Monitor and supervise institutional care and child custodial.
- ✓ Facilitate the arrangement for community based diversion programs with the necessary rehabilitation and counseling services.

8.2. Youth and Sport Plan

Strategic Directions

The strategic directions to be pursued during GTP II are building implementation capacities of the sector as well as sport professionals at various level of government administration. In addition, sports' associations and corresponding organization arrangement with facilities expansion will be enhanced. Private sector participation will be encouraged, while emphasis will be made to increase youth engagement and participation in the sector. Community benefits will be increased the preparation of tournaments and festivals.

Goal

Youth empowerment, participation and development; expanding sports facilities; enhancing sport participation and benefits; building implementation capacity and expanding education and training program are the major objectives of regional second GTP.

Major Targets

Youth

- ⊕ Conduct awareness creation towards pastoral and agro pastoral youth development package and youth policy through media (ESTV & EBC) programs once per week;
- ⊕ Ensure 90,000 youth mobilization and participation on volunteerism activities
- ⊕ Organize youth conferences on development, democracy and good governance by inviting 12000 of regional youth group leaders;
- ⊕ Increase number of youth associations from 400 to 1000 youth associations;
- ⊕ Establish 400 school girls' clubs and youth recreational centers in 68 Woredas of the region;
- ⊕ Increase the representation of youth in the regional and woreda, city councils to 25 percent and executives' organs to 15 percent and
- ⊕ Facilitate and advocate for the engagement of 14,600 pastoral and agro-pastoral youth in small scale business

Sport

- ⊕ Establish sport council and organize 563 teams, 15 clubs and 379 of sport committee and provide technical, material and financial support to 8000 youth organizations in the region;
- ⊕ Accomplishment of 13 sport complex facilities areas and construct one regional training center (youth and sport academy center);
- ⊕ Construct a comprehensive regional standard stadium in Jigjiga that capable of hosting different competition and 9 mini stadiums in nine zones. Prepare from Kebele to regional state the 12 competitions of traditional sports
- ⊕ Enhancing the amateur of 296 coaches, 370 referees, committee by giving different short courses training to build their performance skills
- ⊕ To upgrade the sport sector implementation technique for 30 technicians To ensure 250 elite athletes among the growing youth project of different ages such as U-13, U-15, and U-17 of age in different types of sport that can be a member of academic center and Ethiopian national teams and clubs.

Implementation Strategies

Youth

- ★ Design special and flexible system of organizing and reaching mobile pastoral youth;
- ★ Regular monitoring and evaluation on the level understanding, internalization and integration of the package into sector plans; Expanding youth structure at all level of the government structure Encouraging and supporting the voluntary efforts of youth to form youth associations;
- ★ Increasing the efforts to develop youth capabilities and becoming productive citizens. Making significant contributions to the development of their region and country and
- ★ Collecting, organizing and utilizing youth focused socio-economic data through conducting surveys and studies.

Sport

- ★ Expanding youth recreation centers and enhancing the quality of coaches;
- ★ The integration and development of sport with modern education, science and technology;

- ★ Conducting fund raising campaign and mobilization of internal and external sources
- ★ Devise ways of encouraging investors to invest in areas of sport facilities
- ★ The basic development of sport spreading and the sport of getting economic support in level to do;
- ★ Increasing the participation of community of rural and urban in sport activity;
- ★ To ensure the participations of disable peoples and their benefits for sport activity within their work places and educational areas;
- ★ Giving incentive and reward to those achieved medals and periodical refreshment courses;
- ★ Physical education system implemented regularly in schools and preparing manuals for their equivalent training and
- ★ Giving training of sport rehabilitation treatment service ,sport motivation and support service and sport medicine and aerobic fitness to athlete

8.3. Diaspora Plan

Strategic Directions

It is clear that Ethiopian Somali regional state has achieved in to build strong relation with Diaspora community to their home region although, remarkable achievements made in investment, trade, tourism and knowledge and technological transfer, there are numerous challenges that need to be addressed which requires concerted efforts of all stakeholders to narrow some of the existing challenges, therefore, the following strategic issues are the main directions of GTP II:



Bridging the relationship of the Diaspora community to their region



Boosting the role of the Diaspora community towards the development of their region

Goals

Strengthening the attachment of the Diaspora community to their home region and expanding the role of the Diaspora in the process of investment, trade, tourism, knowledge and technology transfer and foreign currency inflows

Major Targets

- ⊕ The strengthening the attachment of the Diaspora community to their home region or their country from 35% to 80% ;

- ⊕ Increasing the number of Diaspora associations in abroad from 45 to 150;
- ⊕ Supporting national and regional flag during Diaspora youth, women's, community, association, holding festival's, ceremony and anniversary from 25 to 120 state
- ⊕ Develop investment promotion schemes aimed at attracting the Diaspora every two years for foreign investors, national and regional Diaspora
- ⊕ Providing opportunity for Diaspora based on their request to serve in government institutions, education and health sectors with their profession and experience according with government regulation and
- ⊕ Donated materials obtained from the Diaspora in the process of knowledge and technological transfer shall be facilitated to enter the country without delay and serve their purpose.

Implementation Strategies

- ★ Strengthening and collaborating Ethiopian embassy with Diaspora association are major implementation;
- ★ Collecting accurate data from all over countries and establishing registration form to identify total number of resident in each country;
- ★ Informing the Diaspora to participate on conferences, meetings and evaluation annually, which would inform the Diaspora the reality on the ground
- ★ Different communication technology will be used for mobilizing Diaspora communities like (Websites, face book, email TV, Skype, written document etc)
- ★ Strengthening Ethiopian embassy and other private sectors are one of the concerned stakeholders will jointly work together to support Diaspora association during holding festivals
- ★ Establishing federal immigration sub office in Jigjiga;
- ★ Preparation of project profiles focusing on where Somali Diaspora giving priorities area and investment appropriate identified with the involvement of investment agency, local and national consultant;
- ★ Experience sharing is one of the key strategies to achieve our target as widely collaborate communities, development association and Ethiopian embassy;
- ★ Giving special attention to preserve and protecting tourist sites and encouraged investors to participate on tourism opportunity in the region;
- ★ Strength and giving more attention with Diaspora to voluntary individual who proud to serve his country through technological transfer
- ★ Increasing the effort to develop sustainable economic growth through, receiving foreign currency and

- ★ Organize investment forum for major stockholders such as federal custom office, regional offices, and official as well as ELPA and ETC to enhance common understanding and resolve investment related problems.

8.4. Labor and Social Affairs Plan

Strategic Directions

During the second Growth and Transformation Plan institutional capacity building and setup as well as policy and legal framework substantiated with research shall be put in place to secure the industrial peace and also the workers' health and safety; to contribute towards the green development by making the working environment better for workers; by realizing labor affairs administration system which puts its focus on the expansion of working assignment in line with the national economic structural transformation and also making robust the information system. Prevention of social problems is also among the directions of the focus areas in the period.

Goal

Providing preventive, developmental and rehabilitative programs for vulnerable groups of the society and ensuring industrial peace through decent work are listed as the major goals of the GTP II.

Major Target

- ⊕ Increase the establishment of Community Care Coalitions (CCC) from the existing 31 to 93 coalitions;
- ⊕ Organize, train, assist and issue license from 4 to 40 private associations on employee and employer relationship.
- ⊕ Increase the peaceful settlement of workplace disputes from 40% to 71%
- ⊕ Establish tripartite labor advisory board in 5 city administrations
- ⊕ Enhance the number of community members participating in public awareness raising program from present level of achievement of 600 to 3000 thousands to prevent human trafficking and reduce the problem
- ⊕ Increase the number of obtaining awareness rising and training programmers on the rights of people with disabilities from 200 to 1500;
- ⊕ Increase the number of rehabilitation centers from 1 to 2; establishment and supports persons with disability associations from 8 to 93 and
- ⊕ Organize workshops, seminars, and symposium on the right employer and employee and HIV at work place for 12,000 public and private employees (From 1 to 5 seminars).

Implementation Strategies

Different research, policies, laws, directives, guidelines, programmes and action plans required for the implementation of the plan shall be developed and implemented. Activities shall be carried out in collaboration and coordination with concerned partners and stakeholders. Awareness raising activities will be carried out to mobilize the community thereby enhancing the implementation capacity. Policies, programmes and plans to be adopted by the sector shall mainstream the issues of women and youth and enhance their benefit. Gender oriented Information exchange systems shall be strengthened and expanded.

Upon strengthening those structures (unions, platforms, and community based consortiums occupational safety and health committees) the required monitoring and support shall be delivered in view of enabling them to make their share of contribution towards the building of climate resilient green economy. A bi-partite and tri-partite system capable of solving workplace disputes shall be established and strengthened. Appropriate monitoring mechanisms shall be implemented to control production wastage and pollution.

In collaboration with different actors the sector workforce shall be developed qualitatively as well as quantitatively. Monitoring and evaluation systems that guide the successfulness of program activities shall be developed and implemented.

9. OPPORTUNITIES AND THREATS

The first Growth and Transformation Plan of the Ethiopia Somali region featured peculiar outcomes in terms of improvement on infrastructural projects, introduction of large scale programs with high ripple effects and dependable security in the region. These have been continuous source of motivation and encouragement and helped enhance public confidence in the region's capacity to manage and implement sustainable development projects of the kind launched during GTP I. A sense of aspiration to think and accomplish a big and amazing in the planning endeavor has been created.

The implementation process of regional GTP I (2010/11- 2014/15) had stimulated high level of public participation and shared development spirit on key development issues of regional significance. On the other hand, during the past several years global economic growth slowed down coupled with volatility of prices. During the first two years of GTP I (2010/11 and 2011/12) world food and oil prices picked up significantly. These coupled with the economic stagnation in the developed world particularly that of the western economy have negatively impacted domestic prices.

The regional economy is still vulnerable to high frequency of droughts, floods and disease outbreaks and limited access to markets. Despite the fact that there are some envisaged opportunities, these are major source of threats during the next five years and beyond. Accordingly, opportunities, threat and mitigation strategies during the GTP II period are outlined below.

9.1. Opportunities

There is government commitment to maintain the sustainability of the results achieved during the preceding years and to bring about economic transformation. This has been and is revealed by pursuit of appropriate development policies, strategies and programs. Lesson drawn from implementation of GTP I by developmental stakeholders through public mobilization has produced favorable environment for implementation of GTP II. During the past years, the image of the region has begun changed for the better due the result of positive changes. This in turn, has helped attract domestic and foreign investment and the following available investment opportunity is crucial for the realization of the objective of GTP II of the region.

Natural resource: availability of large rivers in the region, rich in arable and irrigable land, range land, immense incense, myrrh and gum resources and natural gas reserves.

Investment potential: the region is endowed with massive livestock population, abundant wild life, untapped investment on health, education, agriculture and trade (import and export) sector.

Human power: improved literacy rate, particularly girl's education; availability of sufficient number of women & youth participating in development; the number of educated people from Universities, colleges and TVETs available in Somali regional state is relatively high when compared to the past; Expansion and increment in number of Universities, colleges and TVET increase in the region.

Improving infrastructure: roads and telecom access in the region has expanded hugely, and a number of projects are ongoing in areas of roads, electricity, telecom, media and dams. Meanwhile Urbanization is highest in the region among Ethiopia's regional states.

Stable security: the region has made marvelous efforts in securing the stability of the region and harvesting the outcome. That is why now, as there are wide developmental activities undertaken in the region that created job opportunity for many youngsters, then number of perpetrators is declining, participation of large number of young people and women in the security and development.

Promising governance: since the last 5 years, administrative capacity is gradually improving at lower tiers of government and kebele structures were established. Institutional communication and reporting among the woredas, the region and the sector Bureaux (RSBs) have improved. Understanding of governance and rule of law have grown and public attitude towards ensuring security, participation in development is sharpening; strong support from the office of administration and stakeholders; strong collaboration with from federal government ministries

9.2. Risk/Threats

The potential threats/risks include the following among others, availability of finance: securing the necessary funds is critical to the execution of the GTP II. However, unexpected close up of fund programs; low predictability of foreign funding and frequent changes of donors policies are major threats of funds from external sources. The other risk factors include vulnerability to drought due to sudden and unexpected manmade and natural disaster, rent seeking behavior; some backward beliefs; limitation of implementation capacity; unemployment; weak and less transparent market system.

9.3. Risk Management Strategies

For threats towards implementing the plan; mitigation strategies need to be put in place ahead of time. Therefore the following are major strategies:

- Mobilization of resources by galvanizing the people through community participation is an important complement to budgetary financing and expand the local revenue sources to partially reduce the financial resource gaps and hence the funding uncertainty.
- Reduce vulnerability to drought, building on the lessons drawn from the achievements in the area of natural resource management and watershed development during GTP I implementation, best practices will be scaled up and replicated across the region to help mitigate vulnerability to drought.
- Enhance traditional conflict resolution mechanisms and seek permanent settlement to the Somali –Afar and Somali – Oromia border conflicts in collaboration with concerned regional government and federal actors.
- Every effort will be made to fighting corruption and rent seeking in a more structured, organized and coordinated manner focusing on both government and private structures through enhancing public awareness and educating citizens during the period of GTP II.

10. MONITORING AND EVALUATION SYSTEM

As it was done in the monitoring and evaluation of the first growth and transformation plan, the second GTP of the region needs follow up and assess its implementation period. This enables to properly manage the development process by taking appropriate and timely measures on issues which call for remedial actions.

Bureau of finance and economic development (BoFED) of Ethiopian Somali regional state is mandated to lead and coordinate the planning, monitoring and evaluation system of the region. In the next five years (2015/16-2019/20), efforts will be put to strengthen the regional monitoring and evaluation system by identifying existing shortcomings and gaps at various administrative levels so as to manage the region's economy in a coordinated and integrated manner. To this end, standard monitoring and evaluation framework of the region, which is aligned with the National M&E framework, will be developed at macro and sector level. Furthermore, schedules and content standards will be set for M&E reports submitted by stakeholders at different administration levels.

Efforts will be made to provide capacity building trainings and technical support to reinforce the region's data collection and statistical capacity in general, the region will make sure the use of automation system of data basis by sector bureaus so as to produce and analyse timely, complete and credible data in the coming five years of GTP II implementation.

BoFED in collaboration with stakeholders and other executive bodies with the involvement of higher government officials will conduct field visits which will focus on mega-projects implementing by all administrative levels (Federal, Regional, Woredas/City Administrations, NGOs and other development partners). Based on the information gained from field visits, feedbacks and supports will be given to various implementing bodies.

Monitoring and evaluation reports of the plan will be prepared and presented to the Cabinet for discussion and the report will be indorsed by the cabinet after incorporating comments/feedbacks and enriching the document based on the comments and feedbacks from the Cabinet, then the report will be submitted to regional council for approval, then, annual regional progress report against planned goals and targets will be prepared and compiled.

Finally, Mid-term and Final Performance Evaluation of the Regional Second growth and transformation plan will be undertaken and best practices and the lesson drawn from the evaluation will be used as an input for policy analysis and basis for next strategic plan preparation of the region.