SOMALI REGION 2022 EC (2030):

TEN-YEAR PERSPECTIVE DEVELOPMENT PLAN 2013 – 2022 EFY (2020/21 – 2029/30)

VOLUME I: MAIN DOCUMENT

SOMALI REGIONAL STATE
BUREAU OF PLANNING AND ECONOMIC DEVELOPMENT

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SOMALI REGION 2030: TEN-YEAR PERSPECTIVE DEVELOPMENT PLAN

EFY 2013 – 2022 EFY (GC 2020/21 – 2029/30)

VOLUME I: MAIN DOCUMENT

Somali Regional State
Bureau of Planning and Economic Development
Jigjiga – Ethiopia

CONTENTS

ABBREVIATIONS.....i
PART I: INTRODUCTION 1
Overview 2
Regional Context.....2
PART II: OVERVIEW OF PAST PERFORMANCE 3
CHAPTER ONE: MACROECONOMIC PERFORMANCE.....4
1.1. Economic Growth and Poverty Reduction 4
CHAPTER TWO: FISCAL PERFORMANCE OF THE REGION 6
2.1. Revenue and Expenditure Performance 6
2.2. Expenditure Performance 9
2.3. Public Financial Management Performance.....12
2.4. External Audit Performance (ORAG) 14
CHAPTER THREE: ECONOMIC SECTOR PERFORMANCE 14
3.1. Agricultural and Rural Performance.....14
3.2. Urban Development and Housing Performance.....15
3.3. Trade and Industry Performance 16
3.4. Culture and Tourism Performance 17
CHAPTER FOUR: EONOMIC INFRASTRUCTURE PERFORMANCE 17
4.1. Rural Roads Development Performance 17
4.2. Potable Water Supply Performance.....19
4.3. Innovation and Technology Performance.....20
CHAPTER FIVE: SOCIAL SECTOR PERFORMANCE 20
5.1. Education and Training Performance.....20
5.1.1. General Education Performance.....20
5.1.2. Technical and Vocational Education Programs (TVET) Performance 21
5.2. Health Sector Performance.....21
5.3. Women and Children Development Performance.....22
5.4. Youth and Sport Performance 23
5.5. Labor and Social Affairs Performance 23

CHAPTER SIX: CAPACITY BUILDING AND GOOD GOVERNANCE PERFORMANCE 24
6.1. Governance, Democratization and Capacity Building Sector Performance....24
6.2. Security, Justices and Rule of Law Performance 25
PART III: DEVELOPMENT CHALLENGES AND OPPORTUNITIES....26
CHAPTER ONE: DEVELOPMENTAL CHALLENGES AND STRATEGIC ISSUES 27
1.1. Macroeconomic Development....27
1.2. Economic Development 28
1.3. Economic Infrastructure 30
1.4. Demographic and Social Development 31
1.5. Governance, Justice and Public Capacity Building....34
CHAPTER TWO: DEVELOPMENTAL OPPORTUNITIES....35
PART IV: TEN-YEAR DEVELOPMENT PLAN (2013 – 2022 EFY) 37
CHAPTER ONE: RATIONALE AND BASIS OF THE TEN-YEAR DEVELOPMENT PLAN 38
1.1. Rationale of the Ten-Year Plan 38
1.2. Basis of the Ten-year plan 39
CHAPTER TWO: NATIONAL AND REGIONAL VISIONS, OBJECTIVES AND STRATEGIC PILLARS....39
2.1. National Vision....39
2.2. Regional Vision 39
2.3. Objectives of the Ten-Year Development Plan....40
2.4. STRATEGIC PRIORITIES/PILLARS 41
2.4.1. Ending Poverty, Eradication of Hunger and Economic Growth 41
2.4.2. Private Sector Leadership's Economy and Empowering 41
2.4.3. Security, Governance, Justice and Rule Law 42
2.4.4. Human Capital Development 42
2.4.5. Economic Infrastructure 43
2.5.6. Gender, Children and Youth Empowerment and Equality....43
CHAPTER THREE: THEORY OF CHANGE....44

3.1. Theory of Change Elaborated:.....44
CHAPTER FOUR: MACROECONOMIC SECTOR PLAN.....46
4.1. Economic Growth.....46
CHAPTER FIVE: ECONOMIC SECTOR DEVELOPMENT PLAN.....58
5.1. Agriculture Sector Development Plan.....58
5.1.1. Crop and Natural Resource Development Plan.....59
5.1.2. Livestock Resource and Pastoral Development.....62
5.1.3. Disaster Risk Management.....67
5.2. Climate Resilient Green Economy and Climate Change Development Plan.....69
5.3. Trade and Manufacturing.....72
5.4. Mine, Petroleum and Energy Sector.....74
5.5. Construction and Urban Development and Housing.....75
5.6. Job Creation.....77
5.7. Tourism and Culture Development Plan.....78
CHAPTER SIX: INFRASTRUCTURE DEVELOPMENT PLAN.....80
6.1. Transport and Roads Development.....80
6.2. Water Resource development.....81
6.3. Science, Innovation and Technology Development.....85
CHAPTER SEVEN: DEMOGRAPHY AND HUMAN RESOURCE DEVELOPMENT PLAN.....88
7.1. Education Development Plan.....88
7.1.1. General Education.....88
7.1.2. Technical and Vocational Training (TVET) and Science.....90
7.2. Health Sector Development Plan.....91
CHAPTER EIGHT: GENDER AND SOCIAL INCLUSION.....93
8.1. Women and Children Empowerment.....94
8.2. Youth and Sport Plan.....96
8.3. Labor and Social Affairs Plan.....97
CHAPTER NINE: GOVERNANCE, JUSTICS AND CAPACITY BUIDLING.....98
9.1. Democracy and Good Governance Development Plan.....99

9.2. Justice and Rule of Law Development Plan 102
9.3. Peace Building and Regional Stability Development Plan 104
PART V: DEVELOPMENT PLAN IMPLEMENTATION PROCESS AND MONITORING AND EVALUATION SYSTEM 108
CHAPTER ONE: Development Plan Risks and Strategies to Reduce Risks 109
1.1. Risk and Threats of the Development Plan 109
1.2. Strategies for Reducing Risks in the Development Plan 109
CHAPTER TWO: MONITORING AND EVALUATION 110
2.1. Overview 110
2.2. Monitoring system 111
2.3. Evaluation system 112

ABBREVIATIONS

AAGR	Average Annual Growth Rate
ABE	Alterative Basic Education
AHC	Animal Health Clinic
AIR	Apparent Intake Rate
ANC	Anti-Natal Care
ARI	Acute Respiratory Infections
ART	Antiretroviral Treatment
AU	Addis Ababa University
BiNT	Bureau of Innovation and Technology
BoANRD	Bureau of Agriculture and Natural Resource Development
BoFED	Bureau of Finance and Economic Development
BoLPD	Bureau of Livestock and Postural Development
BPR	Business Process Reengineering
BSC	Balance score card
CBHI	Community-based Health Insurance
CSA	Central Statistics Agency
CSOs	Civil Society Organizations
DAs	Development Agents
DHIS2	District Health Information System
DHS	Demographic and Health Survey
DRM	Disaster Risk Management.
DRMFSS	Disaster Risk Management and Food Security Sector
DRR	Disaster Risk reduction.
EARCS	Ethiopian Agricultural Research Council Secretariat
ECC	Emergency Coordinator Centre
EDHS	Ethiopian Demographic and Health Survey
EFY	Ethiopian Fiscal Year
EIAR	Ethiopian Institute of Agricultural Research
EOC	Emergency Operation Centre
EPHI	Ethiopian Public Health Institute
EPI	Expanded Program of Immunisation
EQA	External Quality Assurance
ETB	Ethiopian ETB
EWS	Early warning system.
FAO	Food and Agricultural Organization
FDRE	Federal Democratic Republic of Ethiopia
FMOH	Federal Ministry of Health
GC	Gregorian Calendar

GDP	Gross Domestic Production
GER	Gross Enrolment Rate
GNP	Gross National Production
GoE	Government of Ethiopia
GPI	Gender Parity Index
GTP	Growth Transformation Plan
HC	Health Centre
HDRP	Humanitarian Development and resilient plan
HEP	Health Extension Program
HEWs	Health Extension Workers
HF	Health Facility
HHs	Households
HICE	Household Income and Consumption Expenditure
HIS	Health Information System
HMIS	Health Information Management System
HPR	House of Peoples Representative
HRM	Human Resource Management
HSDP	Health Sector Development Program
HSEP	Health Service Extension Program
HSS	Health System Strengthening
HSTP	Health Sector Transformation Plan
ICCM	Integrated Community Case Management
ICT	Information communication Technology
IDP	Internal Displaced People
IDSR	Integrated disease surveillance and response
IEC	Information Education Communication
IFMIS	Integrated Financial Management System
IHP	International Health Partnership
ITU	International Telecommunications Union (ITU)
JEG	Job evaluation grade
JU	Jigjiga University
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MiNT	Ministry of Innovation and technology
MIS	Management Information System
MMR	Maternal Mortality Ratio
MNCH	Maternal Neonatal Child Health
MoA	Ministry of Agriculture
MOFEC	Ministry of Finance and Economic Development

MOH	Ministry of Health
MSE	Micro and Small Enterprise
NER	Net Enrolment Rate
NFIs	No food items
NGOs	Non-Governmental Organizations
NHA	National Health Account
NIR	Net Intake Rate
NMA	National Metrology Agency.
NPDPM	National Policy on Disaster Prevention and Management
PASDEP	Plan for Accelerated Sustainable Development to End Poverty
PFSA	Pharmaceuticals Fundand Supply Agency
PHC	Primary Health Care
PHCU	Primary Health Care Unit
PHEM	Public Health Emergency Management
PIF	Policy and Investment Framework
PMQI	Performance Monitoring and Quality Improvement
PPP	Public - Private Partnerships (PPP)
PSNP	Productive Safety Net Program
PSR	Pupil to Section Ratio
PTR	Pupil to Teacher Ratio
REB	Regional Education Bureau
RHB	Regional Health Bureau
SAM	Severe Acute Malnutrition
SDG	Sustainable Development Goal
SO	Strategic direction
SoRPARI	Somali Regional Pastoral and Agro-pastoral Research Institute
SPM	Strategic Plan and Management.
SRS	Somali Regional state
SRTV	Somali region television
STI	Science, Technology and Innovation
TB	Tuberculosis
TBAs	Traditional Birth Attendants
TNA	Need assessment Training
TOT	Training of trainee
TVET	Technical and Vocational Training
U5MR	Under Five Children Mortality Rate
UHC	Universal Health Coverage
UN	United Nations
UNDP	United Nations Development Program

USAID	United States Agency for International Development
WDRP	Woreda Disaster Risk Profiling
WHO	World Health Organization

PART I: INTRODUCTION

Overview

The Ten-Year Strategic Plan is organized as follows:

(a) Part I, Introduction, which covers the national and regional contexts; basic, objectives, priority strategic pillars and theory of change.
(b) Part II, which covers the key highlights of the past performance of each sector and sub-sector in the Somali Region.
(c) Part III which covers the strategic directions, goals and major targets of the five main sectors of the Ten Year Development Plan (2013 – 2022).
(d) Monitoring and Evaluation of the plan.
(e) Implementation Arrangement of the plan.
(f) Financial plan.

Regional Context

Located in the east and southeast part of Ethiopia, the Somali Region lies between 4° and 11° north latitude and 40° and 48° east longitude the region is in the heart of arid and semi-arid lands. It lies over an area of about 375,000 km^2. It is bordered by Oromia Regional State in the west and southwest, and Afar National Regional State in the northeast. Internationally, it shares a border with Kenya in the south, Somalia in the east, and Djibouti in the northwest. Weather in the Somali Region is hot most of the year. The temperature ranges between 18° and 45° centigrade. Annual rainfall is between 386 and 660 mm. Administratively, the Somali Region consists of eleven administrative zones namely Fafan, Sitti, Nogob, Erer, Jarar, Korrahe, Dollo, Shabelle, Afder, Dawa and Liban zones. These eleven zones are further divided into 93 woredas, and 6 city councils a with total of 1,311 kabeles.

According to the population projections of the Central Statistical Authority (CSA) based on the 2007 Population and Housing Census, the total population of the Somali region was estimated as 4.4 million (CSA, 2007). According to this data, the population is projected at 6.2 million in 2020 GC. Of the total, 44% and 56% are females and males respectively. The average household size is 6.6. The total urban population of the region is estimated at 14%. While 86% are pastoralists and agro-pastoralists. The average population density is calculated at 13 persons/km^2, with great variation among the woredas of the region. Population densities are highest in agro-pastoral zones including Shebelle, Fafan, Liban and Dawa.

Therefore, most of the people in the SRS lead a pastoral - nomadic lifestyle. The main income of the population of the region is derived from livestock rearing and petty trading, while small scale farming of sorghum, maize and millet, which meet some of the consumption needs. The region is severely underdeveloped in every aspect, its population is underserved and unsettled in its lifestyle, and thereby the majority of the population depends on primary resources.

PART II: OVERVIEW OF PAST PERFORMANCE

CHAPTER ONE: MACROECONOMIC PERFORMANCE

1.1. Economic Growth and Poverty Reduction

Since the establishment of the Somali Regional State, there has been incremental, albeit marginal, economic and social development. During the past ten years in particular, the Somali Region has undertaken initiatives towards strengthening security, basic service delivery, reducing poverty, reducing unemployment and the acceleration of equitable economic growth. The regional economy performed modestly, however, the main livelihood system of the pastoralists is becoming increasingly susceptible to climate change and irregularity in rain fall patterns. This affects livestock and agricultural production and productivity, which has led to food insecurity and inability to attain strong regional economic structural transformation.

About 22.4% of the population in the Somali region is below the nationally defined poverty line, the overall unemployment rate among urban dwellers of the region is 18.9%.

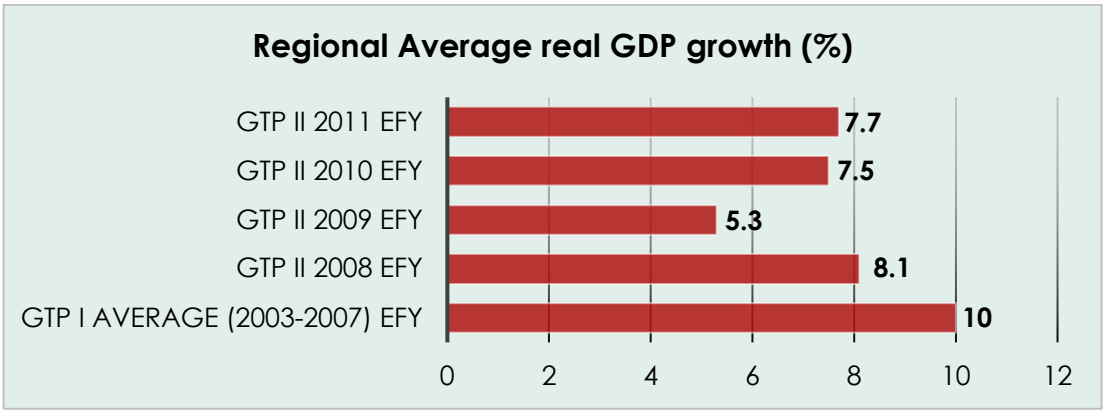
Economic Growth Performance

Regional Real GDP Growth performance (in %)

Sectors	2004EFY	2005EFY	2006EFY	2007EFY	2008EFY	2009EFY	2010EFY	2011FY	Average
Agriculture	6.4	6.6	9.8	9.1	15.1	-4.7	6.7	7.8	7
Industry	4.7	2	7.1	11.5	12	17.7	5.9	22.5	10.4
Services	9.9	12	24.4	18.9	-8.9	32.4	9.6	4.8	12.9
Real GDP Growth (%)	7.1	7.6	13.3	11.9	8.1	5.3	7.5	7.7	8.6

The period between 2004-2011 EFY real economic growth of the region has shown incremental trends, in which its peak year was 2006 EFY. But from 2008-2011 EFY, the annual real economic growth was declining, its worst year was 2009 EFY, where the economy grew by 5.3%.

The reason for this declining growth was recurrent drought due to climate change, which has affected both human and livestock of almost six zones of the region from the 2008-2011 EFYs. Furthermore, political instability and internal conflicts in border woredes near neighboring region of Oromia which has restricted social movements, trade, economic activities and more internal displacements has impeded economic growth.



Regarding economic structural transformation of the region during the 2nd GTP-II implementation period from 2008-2011EFY, the share of agricultural sector declined from 71.3% in 2008 EFY to 64% in 2011 EFY.

On the other hand, the share of the service sector increased from 24.2% to 27.8%, while the share of the industrial sector increased from 4.6% to 5.8% in the same period.

The construction sub-sector is the main driver of growth in the industrial sector, contributing 62% of the growth of the sector on average. The manufacturing sub-sector, which was the focus area for the government, did not perform as expected and therefore its contribution on average to the growth of the sector is only 7%.

Regional per Capita Income (USD) in Nominal Terms

Description	2003 EFY	2004 EFY	2005 EFY	2006 EFY	2007 EFY	2008 EFY	2009 EFY	2010 EFY	2011 EFY
Per-capita income	**300.5**	**379.6**	**354.4**	**457.6**	**528**	**557.9**	**484.3**	**476.2**	**503.9**

Despite growth in per capita income, this growth was not a smooth trend. This figure shows that the achievement is far from the GTP II planned target.

Poverty Status of the Region

Trends in monetary and food poverty, National and Somali region from 1992 EC -2008 EC

Poverty	HICES:	1992 EC (1999/00)	1997 EC (2004/05)	2003 EC (2010/11)	2008 EC (2015/16)
People living below the national poverty line (%)	National	44,2%	38,7%	29,6%	23,5%
	Somali	37,9%	41,9%	32,8%	22,4%
People living below the food poverty line (%)	National	41,9%	38,0%	33,6%	24,8%
	Somali	42,5%	40,9%	26,7%	25,5%

Regional Unemployment

Youth Unemployed Population and Youth Unemployment Rate by sex (age 10 and above) of Urban Areas of Regions by Sex, June 2018

Region	Economically Active Population			Unemployed Population			Unemployment Rate		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
COUNTRY TOTAL	9,289,150	4,798,506	4,490,644	1,770,294	584,585	1,185,709	19.1	12.2	26.4
Afar	121,151	67,861	53,290	18,133	5,188	12,945	15.0	7.6	24.3
Oromia	2,536,652	1,356,884	1,179,768	456,147	148,773	307,373	18.0	11.0	26.1
Somali	155,904	85,531	70,372	29,436	8,438	20,998	18.9	9.9	29.8

Consumer Price Developments in Somali Region

According to the National Bank of Ethiopia report of 2019[1], during the review fiscal year, the regional simple average general inflation accelerated to 11.7% from 7.1% the previous year. Following figures show that the Somali region is above the neighboring regions. The general rate of inflation increased from 10.5% to 14% (+3.5% change). However, the Somali region is below the change of national average, which is estimated at 4.6%.

CHAPTER TWO: FISCAL PERFORMANCE OF THE REGION

2.1. Revenue and Expenditure Performance

Revenue Performance

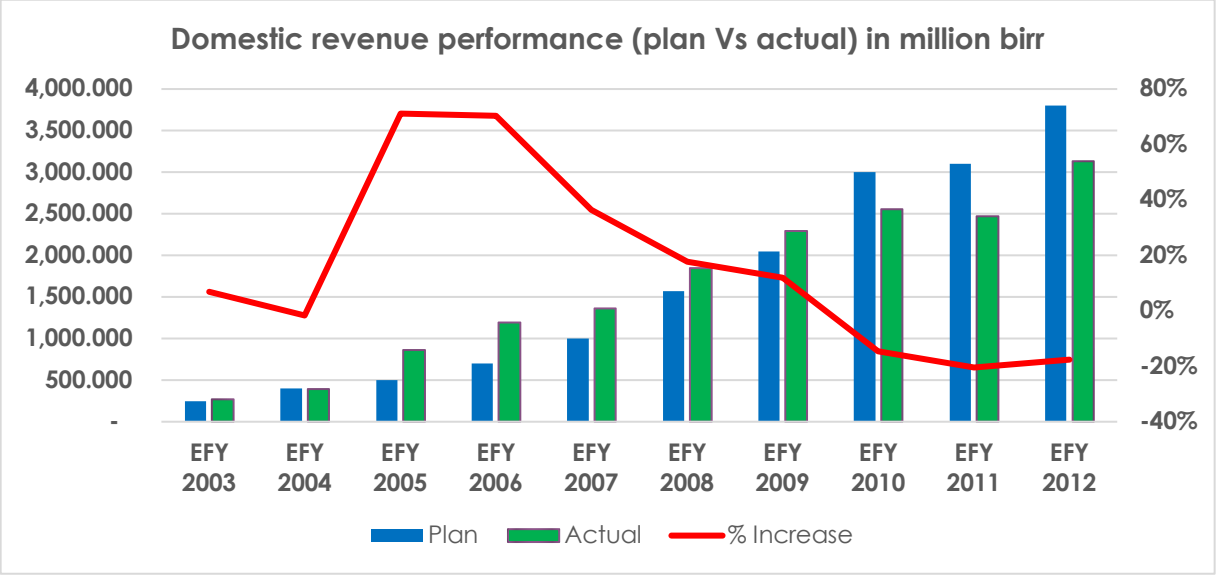
Domestic revenue of the region has been growing over the period between 2003 EFY to 2012 EFY. The regional revenue which was only 267 million ETB in 2003 EFY has reached 3.1 billion ETB in 2012 EFY, which shows on average an increase by 35% annually in nominal terms. Tax revenue increased at an annual average rate of 32% during the past ten years.

Before 2010 EFY, revenue performance had always exceeded the budgeted amounts, the significant over-performance, particularly in 2005 EFY, was due to changes in the rate of excise tax on qat, which rose from 2% to 20%. This persistent over-performance likely reflects weaknesses in the regional revenue planning function as well as a lack of familiarity with the drivers of economic growth of those years.

Revenue Performance of the Region (2003-2012 EFY) in Million ETB

Description	**Total Regional Revenue performance**									
EFY	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**
Total Regional Revenue	2,431.48	3,756.24	5,220.74	5,886.31	7,354.83	8,780.98	11,139.56	14,791.58	16,205.56	17,810.95
Total Domestic revenue	267.377	393.099	859.132	1,193.18	1,364.06	1,846.41	2,294.09	2,558.60	2,466.34	3,130.00
Tax revenue	190.927	276.44	533.933	676.178	869.811	1,294.20	1,535.13	1,998.73	1,470.07	1,879.00
Direct tax	133.331	214,88	427.249	558.743	698.287	835.725	912.841	1,064.05	912.657	1,201.00
Indirect tax	57.595	61.562	106.684	117.434	171.524	458.477	622.29	934.679	557.414	678.00
Non-tax revenue	76.45	116.652	325.199	516.998	494.25	552.204	758.957	559.842	996.267	1,251.00
Subsidy from MOFEC	2,164.10	3,288.10	4,348.30	4,678.40	5,968.50	6,901.10	8,818.50	12,203.70	13,714.34	14,652.19
External assistance		75.044	13.311	14.734	22.268	33.469	26.967	29.28	24.88	28.76

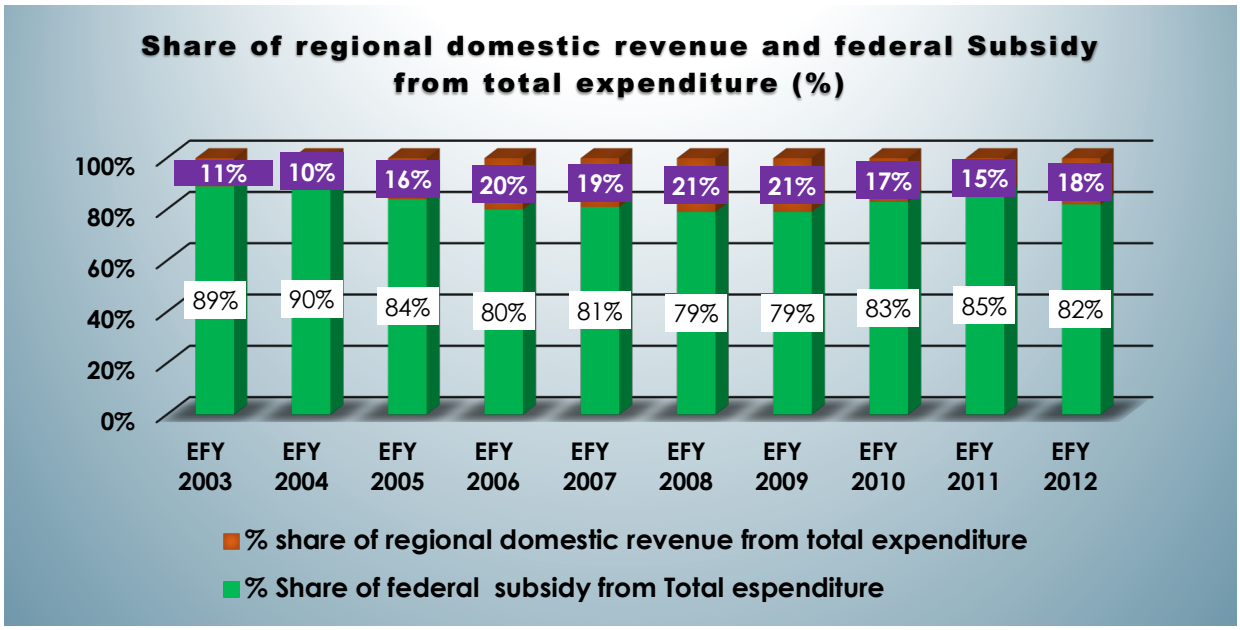
As shown on the following graph, the average annual revenue growth for the first two years of the GTP II plan implementation (2008 and 2009) had been growing at an average rate of 15% per annum. But for the last three years (2010 EFY and 2012 EFY) actual performance was below the budgeted amount, which shows on average 18% under-performance.



The tax to GDP ratio increased from **1%** in **2003** EFY to **3%** in **2012** EFY. Some of the factors cited for the revenue collection shortages include the limited capacity of the revenue collecting entities, the failure of the tax administration to rely on modern information technology, the spread of tax evasion and fraud, the increase in tax and tax relief rights, internal conflict and political instability in the country over the past years.

Domestic Revenue vs Federal Subsidy (including SDG, loan and assistance)

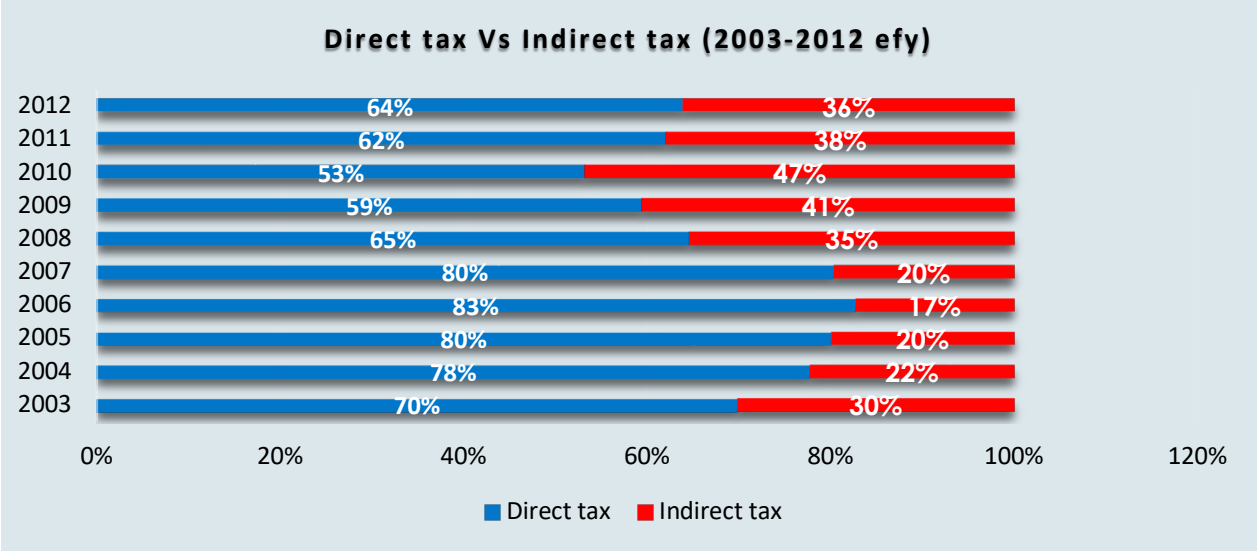
As shown on the following graph, as a share of total budget, domestic revenue increased from 2005 to 2009 EFY, but the share declined between 2009 EFY and 2012 EFY.



The Somali region managed to finance on average only 17% of its budget from its own regional sources (of which tax revenue accounted on average more than 66%). Regional revenue collected from non-tax sources, mainly generated from government services fees and charges, contribute less than 7% to the total regional budget. There is also a significant decline in the share of federal transfer to Millennium Development Goals (MDGs) and Sustainable Development Goals (SDGs) support to the region (from 30% in 2004 EFY on average to 11% between 2005 EFY to 2012 EFY). External assistance declined from 75 million ETB in 2003 EFY to 28 million in 2012 EFY.

The structure of tax revenue in the region is dominated by direct tax, and its contribution to the total tax revenue collected was 69% on average over the past ten years. Most of the revenue from direct tax is generated from payroll tax, taxes on rental income, and profits of enterprises and individuals. Indirect tax has also become an important source of revenue for the Somali regional government, and the share on average has been significantly increasing over time. The revenue from indirect tax is mainly collected from value added tax (VAT), and excise tax on locally produced goods and services. While the majority of the regional population depend on agricultural economic activities, the agriculture sector provides less than 2% of tax revenue in the region. Hence, this shows that the region did not employ full capacity of revenue generation from the economic dominance of the sector so far.

Somali Region Direct and Indirect Taxes (per cent of total regional tax revenue)



2.2. Expenditure Performance

In nominal terms, aggregate regional spending has increased fifteen-fold from 2.4 billion ETB in 2003 EFY to 17.8 billion ETB in 2012 EFY, showing an annual average growth rate of 26%. In per capita terms, spending increased from 452 ETB in 2003 EFY to 2934 ETB in 2012 EFY. In terms of expenditure across the broad categories, the largest share of the regional expenditure is to finance economic services (37.7%), followed by general services (36.7%) and finally social services

(25.6%). It has been recognized that the expenditure of the region has continuously grown over the past ten years, the government has leveraged huge resources to boost spending on pro-poor sectors. On average it has spent nearly 54% of its budgetary resources on pro-poor sectors. This is, however, lower than the national average of 66% in the same reporting period.

Despite the significant increase in spending on basic service sectors, with the largest share going to capital investment, the infrastructure gap is still wide in the region. With regards to percentage shares between recurrent and capital expenditure of the region, as a share of total spending, capital spending increased from 2005 to 2010 EFY. Similarly, recurrent spending has increased, but is showing a relative decline. In 2011 EFY, capital expenditure suddenly declined, while recurrent expenditure largely increased. The reason was that the region had recruited more than 29,000 staff to all levels of government institutions in 2011 to 2012 EFY.

Issues that impacted effective service delivery in the region are the following:

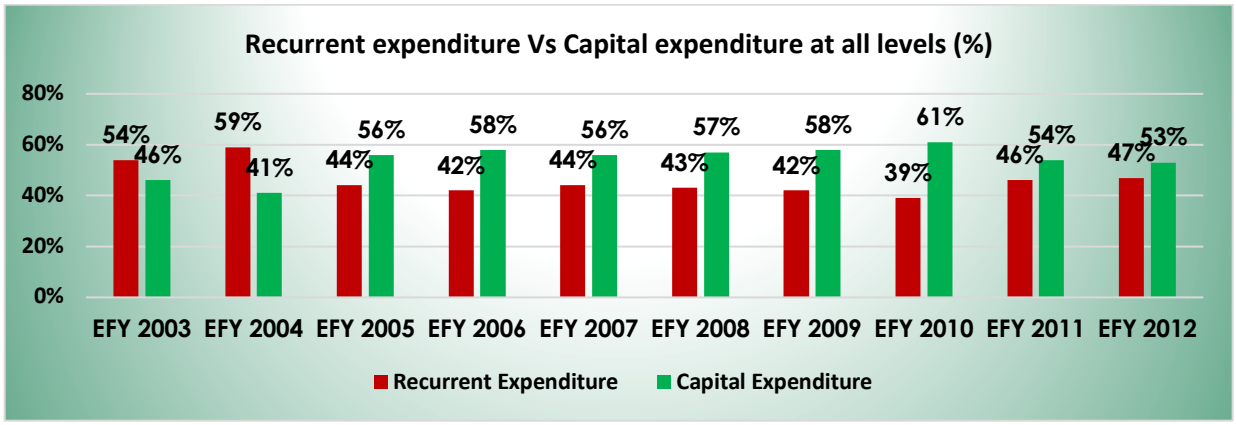
- Unbalanced intra-sectoral allocations which hindered the expansion of service delivery
- Ensuring adequate coverage of the recurrent implications of planned capital investments, which is crucial for sustaining service expansion. Sufficient funds for operating costs (non-salary recurrent budgets) are also critical for maintaining service delivery infrastructure and constitutes an important link to service quality, but in the Somali region there were inconsistencies and a shortage of budget for service delivery over the past years.

Expenditure performance of the region at all levels (2003-2012 EFY) in million ETB

Description	**Regional expenditure performance**									
EFY	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**
Total Expenditure	**2,361**	**3,225**	**5,169**	**6,033**	**7,706**	**8,538**	**11,125**	**14,775**	**15,900**	**17,753**
Recurrent expenditure	1,275	1,897	2,299	2,523	3,424	3,659	4,651	5,723	7,321	8332
Capital Expenditure	1,085	1,328	2,870	3,510	4,282	4,879	6,474	9,052	8,579	9,421
Pro-poor sectors	**1,275**	**1,679**	**2,669**	**3,647**	**4,595**	**4,507**	**5,663**	**8,521**	**7,652**	**8,685**
Agriculture sector	294	307	451	534	586	392	968	2,165	1,153	1,225
Water and Irrigation	169	449	1,189	1,625	2,046	1,859	2,355	2,968	2,134	2,114
Education	455	496	570	693	1,085	1,388	1,282	1,619	2,450	2,900
Health	303	331	330	445	612	701	852	1,036	1,509	1,855
Rural roads	54	96	129	350	266	167	206	733	406	591

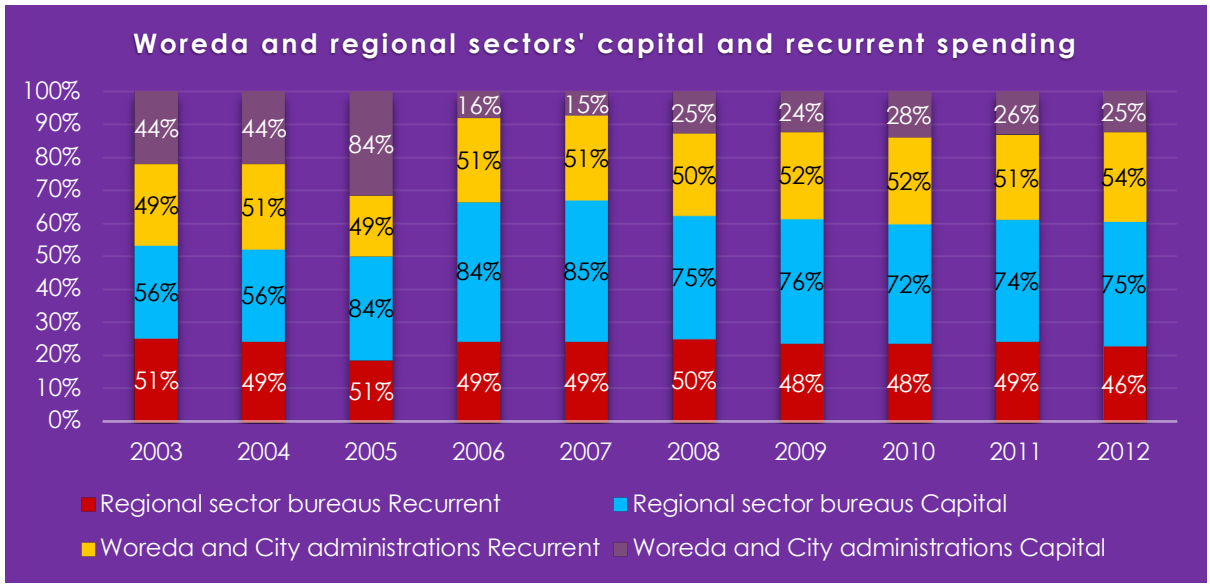
Contrary to other regions of the country, almost half of the regional budget is being spent on financing recurrent expenses, primarily wages and salaries. Salaries and wages have consumed nearly on average 32% of the regional total expenditure for the last ten years. However, operating expenditure is very much constrained below 19% at the regional level. Regional capital expenditure on the other hand is much larger than recurrent expenditure in recent years. Capital expenditures dominate at the regional bureau level. In woredas, on average more than 70% of the total budget

goes to recurrent budget, particularly salary expenditure. Hence, most woredas are not able to expand service delivery due to lack of capital budget in the last several years.



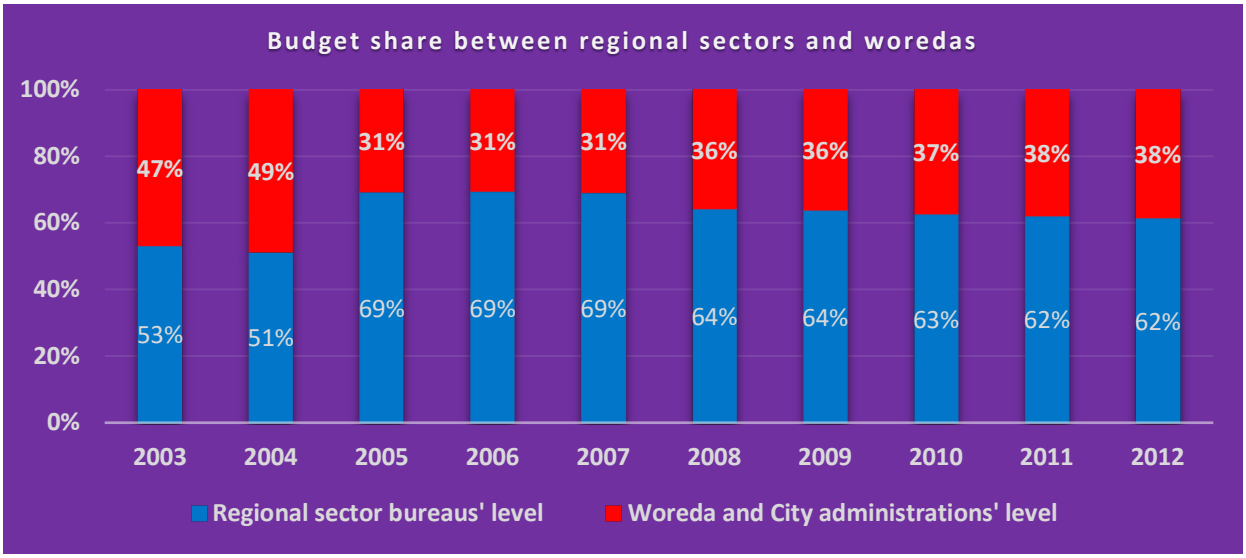
Compared to the woreda administration, the regional bureau was spending a large portion of its budgetary resources (close to 79%) on capital expenditure. The woreda share in total regional capital spending has fluctuated over time.

Somali region woreda & regional bureau capital and recurrent spending



In the Somali region, most of the budgetary resources, 63% on average, were being managed at the regional sector bureau level, whereas the share of spending at the woreda and city administration level was on average 37% between 2003 to 2012 EFY. The share of woreda level from total expenditure did increase over the last two years (2011 and 2012 EFY).

Expenditure share between woreda & regional bureaus (2003-2012)



2.3. Public Financial Management Performance

The public financial management system of the region has made a satisfactory improvement in the areas of revenue mobilization, strategic allocation of resources, a multi-year perspective in fiscal planning, expenditure policy and budgeting at the bureau level due to increased capacity of manpower, but a greater capacity on PFM system will be required at all levels in the coming ten years.

Revenue Mobilization: 32 TIN registration centers have been established over the last five years which is more than the target plan. This could be taken as a great achievement since those centers are very important to boost the regional revenue collection efforts, the fingerprint information of a total of 64,500 individuals has been collected which is 77% of the planned 87,425 tax-payer registration. A cash register machine was distributed to 847 taxpayers so far.

With regards to strengthening law enforcement, the number of taxpayers whose tax intelligence reports were prepared due to their violation against tax regulations has reached 3,528 while 2,732 of them (81.3%) were prepared before the law and legal action. Intensive taxpayer education has been undertaken using electronic media and taxpayer face-to-face consultation forums.

A clear costed sector strategies aligned to regional **GTP II** targets, a comprehensive medium term macroeconomic forecasts and underlying assumptions were prepared to enhance budget planning process.

The aggregate expenditure side of the budget performed according to plan. Although there has been a variance in expenditure composition and revenue out-turn over the past years, an effective budget calendar exists, which provides budgetary institutions adequate time to prepare their budget as well as the legislature to carry out its scrutiny function, although, there is a delay in budget request submission to BoFED by sector bureaus.

With regards to effective payroll controls (payroll audits), the region has not yet developed standard a sector wise payroll system, but there exists payroll audits and effectiveness of internal audit both coverage and quality.

Timeliness and regularity of accounts reconciliation are important. Budgetary institutions at bureau level are able to commit expenditure for six months. Stock of expenditure arrears with their age profile are monitored quarterly, advance payments are reconciled monthly, segregation of duties is prescribed through expenditure process and responsibility are clearly laid out. Effective commitment control applies to all payments.

Financial data integrity process is done, monitored, while access and changes to record are restricted. Complete annual financial reports are prepared and submitted within three months to regional general audit and federal MOF.

The function of the Public Accounts Committee at regional council is to ensure accountability and review audit reports submitted by the Regional Office of Auditor General. Although, there is a gap in structure and human resources.

The Budget and Finance Standing Committee carries out reviews of draft recommended budgets submitted by BOFED. However, there is a capacity gap in terms of the institutional and human resource sides. The previous practice of cash transfers has been changed to a zero balance and single treasury account method, based on cash flow and drawing limit at the regional level. The Central Treasury Account and the Z accounts constitute the Treasury Single Account (TSA) and its balances are calculated on a daily basis. A cash flow forecast is prepared annually for the year to come and is updated at least monthly on the basis of actual inflows and outflows. The Revenue Bureau transfers the revenue collections daily to the regional BoFED treasury single account (TSA).

The scope, nature and follow up of external audit has improved, audit coverage has increased, and legislative scrutiny of external audit reports has also improved in recent years.

IBEX online automation system on budget and disbursement was introduced in which budget allocation and disbursement handling steps were minimized. In addition to that, the IBEX system has been promoted to an online system through the establishment of a data center at BoFED and woreda net connections. At the regional level, there is a PFM steering committee composed of heads of departments of BoFED chaired by a bureau head. A woreda level steering committee is composed of the Woreda Office of Finance and Economic Development (WOFED) section department heads and is chaired by an office head. There is a PFM technical support team at the BoFED level that provides support for the implementation of the various reforms at the regional and woreda levels. The PFM committee meets every week at all levels and they evaluate PFM progress against set targets. The PFM strategic plan has been prepared and submitted to BoFED.

2.4. External Audit Performance (ORAG)

Audit coverage has increased considerably in the last five years. Between 2007 –2012 EC, the audit coverage has increased from 56% in 2007 to 90% in 2012. This shows that audit coverage is progressive and indicates that the number of public institutions audited throughout the region in the past five years has increased. The performance achievements of expenditure coverage from the approved budget during the period increased from 57% in 2007 to 90% in 2012 EFY.

With regard to reducing audit backlogs, even though there is still a gap, the region has made efforts and reduced the process from 1 year to 6 months, that means some public institutions of the region will be audited at least once in two years.

CHAPTER THREE: ECONOMIC SECTOR PERFORMANCE

3.1. Agricultural and Rural Performance

Crop Production: Despite the apparent backwardness of the region in various areas, considerable developments were initiated before and during last GPT II. However, due to the legacy of the old regimes, there were many challenges. Nevertheless, agricultural production and productivity have made limited improvements across the region due to investments and other development efforts exerted across the region. Main sectoral achievements were made during the last GTP.

The extension package services have improved and increased from 1,123,924 to 1,407,216 farmers. The total number of agriculture development agents (DA) also increased from 2,680 DAs to 3,226 DAs, while the total number of DA houses proportionally increased from 363 to 461 houses.

The provision of agricultural inputs including machineries were also increased from 92,167 to 113,435 beneficiaries during the GTP II period. Similarly, the promotion of cooperatives and capacity building has increased from 9,885 to 8,823 while the number of farmers who accessed credit and the number of the saving and credit cooperatives in the region has also increased from 1,352 and 17,807 respectively. Over the GTP-II, a total number of 38,600 integrated enterprises were created and supported. These enterprises are currently engaging in the agricultural sector and are expected to enhance the marketing system of the sector and positively contribute to the economy. The number of agents trained on improving the sustainable and wise utilization of natural resources, and the number of pastoral and agro-pastoralists trained on the protection of natural resources rose from 0 to 1,625 and from 0 to 26,682 respectively. Producing and administering rural land use management was emphasized where agricultural farmland is managed in a way where farmers' rights are protected while focusing on the enhancement of land production productivity using farmers efficiently.

Livestock Development: Animal health coverage was increased from 28% to 40% making progress on all aspects including animal health facilities, vaccination, treatment services and

training of animal health workers. Development of livestock market centers increased from 28 to 53 market centers. Rehabilitation of old and existing livestock markets was also emphasized, increasing from 0 to 10, indicating 100% achievement on both targets. The number of animal health professionals and other para medical staffs trained during last GTP II increased from 1,400 to 1,745.

As a result, 1,165 animal health professionals have been deployed in the different woredas of the region. A total of seven new artificial insemination centers were constructed and equipped with artificial insemination equipment. The capacity of 500 AI technicians was improved and were trained on artificial insemination techniques for short term training. 3,220 modern beehives were purchased and distributed throughout pastoral and agro- pastoral communities within the GTP II implementation period. A total of 2,500 of milk cans and utensils were purchased and distributed throughout the pastoral and agro-pastoral communities to support for development of the milk value chain. A total of eight forage bank sites and nine hay conservation stores were constructed were established during last GTP II Over 32 new technologies were invented and disseminated by SoRPARI.

3.2. Urban Development and Housing Performance

During the GTP II plan period, a strategic framework document of the sector was prepared to ensure self-administrated urban centers, full public participation in speeding up local development and to build urban development good governance systems. While urban centres in the Somali Region were devastated by a gruelling insecurity, bad governance and maladministration in the GTP II planning period, several important goals were achieved in implementing the GTP II urban developmental and good governance goals.

Housing Development Program: The housing development program aimed to reduce housing shortages and to increase job opportunities in the Somali region. Over the last five years, a total of 1,234 housing units were constructed which amounts to only 49.36% of planned units. The housing policy as well as the strategy were both ineffective.

Urban Good Governance and Capacity Building Program: Over the past ten years, two city administrations, 12 municipal towns and 24 emerging municipalities have been established and given legal recognition. In order to strengthen the administrative and service delivery authority of urban centres, about 11 legal framework and strategic documents were prepared including proclamations, regulations, directives, guidelines, manuals and strategy documents. Similarly, service delivery standards were issued and implemented across the urban centers of the region.

Integrated Urban Infrastructure Development Program: Regarding the urban infrastructure, limited progress has been made during the period. For instance, only 82 km of cobble stone roads and 53 km of asphalt roads were constructed, 30% and 66.25% of the plan respectively. Good

performance has been achieved on the gravel roads where 720 km were constructed, amounting to 67.64% of the plan.

For the last five years, a total of 68 km of drainage networks, 1,097 km of earth roads, one bus terminal, 101 km of streetlights, 14 bridges, 37 culverts, 4 abattoirs, 326 MSEs sheds, and solid waste landfill and market centers have been constructed through the use of city administrations, community and project funds.

Urban Land Development and Management Program: Progress has been made on the development and the implementation of the land and land related information management system, land use management and administration system, and planning and implementation. Close to 24 thousand hectares of urban land were leased for investment, manufacturing, MSEs, urban infrastructure, service development, governmental buildings, and housing construction. However, there were constraints in putting the revised proclamation into effect.

Construction Regulatory Program: There was not much progress made on the construction capacity building of the Somali Region. There are limited competent construction companies, professionals, and skilled and talented builders.

Investment and Mobilization of Diaspora for Investment: Efforts were made to attract more investors where the number of investment projects reached 2,495 against the **1,515** planned which stands at 164%. Domestic investor projects account for 74% (1,854 projects) while diaspora investor projects stand at 16% (641 projects). A total of capital investment of 17,048,223,151 ETB has been made creating 31,350 jobs. The investment sector spans livestock, industry, agriculture, construction, real estate and trade, health, education etc.

3.3. Trade and Industry Performance

Trade Development: The trade sector is very much interlinked with all productive sectors of the economy. Strategic directions were set and efforts have been implemented to establish a transparent, accessible and competitive trading system which could satisfy consumers, trading communities and developmental investors within a stable and fair marketing system.

A uniform and harmonized trade registration and licensing system was established in order to deliver the trading system transparently and fairly, put in place an organized information system for the sector, protect consumer rights as well as improve trade registration and licensing services. Based on this, competitiveness has been improved in the domestic trading market. In order to bring basic change in the sector, trade registration and licensing has been supported by modern information technology.

The following are the major achievements of the regional trade sector for the last five years:

- Access to trade regulatory service has increased from 50% to 70% and 23,658 different new trade licenses were issued.

- Public awareness on importance of formal trade is increased from 60% to 65%.
- The coverage of trade inspection and supervision in the region is enhanced from 55% to 65%.

Manufacturing industry Development: The manufacturing industry sub-sector is one of the envisioned sectors expected to play a big role in GDP growth, job creation, and foreign exchange earnings. At a national level, particular emphasis is given to the promotion of micro and small enterprises as well as supporting the development of medium and large-scale industries. Industry zones development and public enterprises management and privatization are also the focus of the industrial development of the country.

However, the Somali region industry strategic plan was not prepared and not in place due to lack of attention and commitment of the region towards the industrial sector. Currently there are 80 factories in the region in which more than 70% of the factories are flour and bakery small and medium factories, of which are most are located in the capital city of the region, Jigjiga. There is only one large factory in the region, JESH, that is involved in meat export activities.

One of the major achievements is the implementation of eight government owned medium industrial projects under SDG. Another achievement is the preparation of 20 industrial project feasibility studies to be invested in by local investors.

3.4. Culture and Tourism Performance

According to the growth and transformation plan of the last five years, the Tourism and Culture Bureau has revived the significance of the regional tourism and culture, and conducted crucial activities.

Over the past ten years, the sector registered and preserved 650 movable heritages; studied Somali traditional marriage practices of nine zones; registered and preserved 40 stationary heritages; registered and preserved around 400 intangible poetry heritages; collected and preserved 1500 primitive poems; and prepared and published 11,245 copies of tourism guide booklets.

CHAPTER FOUR: EONOMIC INFRASTRUCTURE PERFORMANCE

4.1. Rural Roads Development Performance

Transport Infrastructure: The transport service is a key component of economic development through facilitating agricultural productivity, domestic and foreign trade, tourism, industry, mining, and development, while also providing access to education, health and other infrastructure in the community. It plays a significant role in supporting the overall movement of society.

The assessment of the performance of the transport sector in the past development plans has been summarized below, covering the areas of transport infrastructure, transport services, traffic safety, implementation and capacity building.

Road Development: Rural roads make up important infrastructure which helps to reduce poverty by facilitating easy access of agricultural products to the market and improving access to basic socioeconomic services and strengthening rural-urban linkages. The major strategic direction of the road development sector is road infrastructure, by expanding the road network both in terms of quantity and quality, to sustain and ensure the current and future social and economic development.

Physical works undertaken by Ethiopian Roads Authority (ERA) during four and half years

- 80.04 km existing gravel roads have been upgraded to asphalt roads.
- 117.05 km new asphalt roads have been constructed.

Physical works undertaken by Somali Rural Roads Authority over four years:

- 333 km of new regional roads have been constructed.
- About 286 km of existing gravel roads have received routine maintenance.
- About 365 km of existing gravel roads have received periodic maintenance.
- Road density in terms of km/1,000 km^2 has increased 12.69 to 17.24. Road density in terms of km/1,000 km^2 at the national level was 115 in 2010.
- The average distance travelled on foot to reach the nearest all-weather roads has been reduced from 39.41 km in 2002 to 29 km in 2011.
- Average time taken to reach the nearest all-weather roads has been reduced from 13.14 hours in 2002to 9.67hours in 2011.
- Nine modern bus stations have been constructed in major towns in the region.

Road Transport Service: The largest population in the world moves from a variety of transportation options, but road transport service is the largest contributor. In the case of our country, more than 95% of the demand for domestic transport is handled by the road transport service and much work has been done to improve this service from the quality or accessibility level.

In terms of access to transport services, regional lines grew at an average rate of 25% each year from 8 in 2007 to 18 in 2011. The annual transport capacity of the region has increased from 1.98 million in 2007 to 4.32 million in 2011. Accordingly, the transportation benefits and transport capacity of the people increased by an average of 23.36% per annum.

In Jigjiga, the average daily transport demand is 121,000. However, the average service is 41,000 (33.8%). There are 5,687 vehicles, of which 135 are minibuses and the remaining are three-wheeler vehicles. In Jigjiga, it was planned to reduce average transportation waiting time form 20 minutes in 2007 to 11 minutes in 2011, it averaged 15.5minutes.

In many rural areas, regular transport services are not fully available. In 2011 EFY, 33.45% of the 745 kebeles with access to the road received regular transportation service.

In terms of road transport supply, vehicles engaged in public transport service with a capacity of 5-11 persons increased from 680 vehicles in 2007 to 1,281 in 2011 E.C., with an annual growth rate of 17.6%. Similarly, vehicles with a capacity of 12 or more people increased from 379 vehicles in 2007 to 505 in 2011, an increase of 6.6% per year. In addition, the number of three-wheeled vehicles increased from 3,800 in 2007 to 10,000 in 2011. This figure is 31.5% when the annual growth rate is calculated.

Co-ordination and quality public transport service providers are organized into 13 organizations. To improve the public transport vehicles quality and make it comfortable and safe, a rating, identification and tariff incentive systems were established. Furthermore, the entry of vehicles providing modern and convenient public transport services was supported.

Regarding the trends on traffic accidents over the past five years, the severity of traffic accidents has increased by an average of 2.84% per annum, up from 6,484 in 2007 to 7,407 in 2011. Furthermore, the death toll from traffic accidents increased from 4,883 in 2007 to 4,597 in 2011.

4.2. Potable Water Supply Performance

The region has enormous untapped natural resources consisting of valuable water resources, minerals, reserves of natural gas and other substantial land that is suitable for agriculture and other development initiatives. Though most of the natural resources in the region have not been properly utilized but for the last few years, development entities including government, donors, UN and NGOs have invested in the water sector for both infrastructure, operational improvement and knowledge transfer.

Based on the regional wash inventory conducted in 2011, the overall potable supply coverage stood at 25%, 23% and 24% for urban, rural and regional water coverage respectively. This has disproved the claim made by the previous regime that the rural water supply coverage is at 89% and urban 85%. The fact is that about 78% of the population in the region is living with lack of safely managed water supply. The problem is much more severe among rural populations.

Regarding the regional wash inventory, rural schemes inventoried constituted 92% of the survey, while urban schemes and sanitation facilities represented 8%. This indicates that the existing infrastructure of water supply and sanitation facilities is situated in the rural and small township areas in the region. The study shows that 41% of the inventoried sources are deep motorized boreholes, 12% are shallow wells while 2.9% are river intakes. Hand pump wells constitute 41%. Only 0.4% of protected sources are from spring developed wells. More than 63.6% are from protected inventoried sources. The study also found a very high non-functionality rate which is 36% of the protected sources. Over 57% of the water supply schemes in the region utilize fuel for power, 28.6% of schemes are powered by the national grid, while 14.2% are powered with solar systems. Unfortunately, above 90% of sources that the study (NWI-II) covered did not practice water safety quality activities including examination, monitoring and testing.

Regarding the scheme development, the Regional Water Bureau accomplished: 487 deep boreholes (387 for Rural and 90 for urban), 115 shallow wells, 28 river intakes and 4 springs as main water sources for the last five years. Moreover, the region has constructed 518 on spot water schemes and more the 19 multi-village water supply constructions that have been taken as a model. The bureau has also completed more than 230 rural water supply schemes and 11 Haffir dams in the last five years, pushing the people with access to safe and adequate water to 22% in rural areas as per the WASH inventory conducted on 2019 GC.

4.3. Innovation and Technology Performance

Innovation and technology were not on the radar of the regional government during the past decade. Since the establishment of the bureau two years ago, the main achievements of the mandate holder mainly focused on developing the legal framework, organizational structure, and establishment and capacitating of the institution so that the sector gets ownership as well as leadership. Specifically, the recruitment of staff and assigning the bureau head and deputy heads respectively. Therefore, the below are listed as the main achievements:

- The experience of other regions was studied, and inputs were taken. Preliminary assessments were made to determine the needs and viability of introducing the technology and innovation.
- Strong and lasting relationships with the Ministry of Innovation and Technology at the national level was established so that a full grasp of ministry policies is understood.

CHAPTER FIVE: SOCIAL SECTOR PERFORMANCE

5.1. Education and Training Performance

5.1.1. General Education Performance

Access and Equity: Over the past five years the primary GER shows at 59% in 2019 E.C. Secondary school enrolment has expanded rapidly, roughly from an enrolled population of 48,155 in 2008 E.C. to 73,793 in 2012 E.C., which means GER has increased from 10% to 17%. There is a huge gap between male and female enrollment in secondary education, the GPI in 2012 is 0.62; In 2008 E.C, about 78,796 adults participated in integrated functional adult education programs while 120,662 enrolled in 2011.

However, the recently started pre-primary enrolment rate in the Somali Region has reached 12%, which is very low compared to other regional averages and the national average.

Quality and Efficiency: To enhance the quality of education the government had taken a series of reforms such as the multimillion-dollar program supported by the World Bank (GEQIP-E) and USAID (READII). Through these interventions over the last nine years, teacher qualifications have improved; supply and distribution of books have reached optimum levels; new methods of

curriculum delivery, including student-centered methods and Normative Continuous Assessments (NCA), have been introduced. Moreover, curriculum has shifted to emphasis on science and technology with the introduction of the policy of 70/30 graduate mix as learning science and technology are associated with economic and social transformations (Ministry of Science and Technology, 2015). A program of intervention called STEM (science, technology, engineering and mathematics) has been introduced to secondary and preparatory schools for reinforcing education in science and technology.

Civics and ethical education clubs have been established in all schools to let students have the chance to exercise what they have learned in their respective classes and develop their skills for active participation.

Best Practices, Camel Mobile Library: Pastoral children in three districts have access to culturally relevant, appropriate and interesting story books/reading materials. All the books were illustrations to make it child friendly. As a result, children's reading skill improved and developed reading culture.

5.1.2. Technical and Vocational Education Programs (TVET) Performance

During the last five years, TVET institutions have been expanded and the access has increased close to two-fold. Over the decade, 10 new TVET institutions were constructed, which makes the total TVET institutions in the region 17. The training capacity of TVET colleges increased from 7,000 to around 24,340 over the past ten years. Private TVET institutions have increased from 2 to 6 a TVET institutions, although Private TVET institutions mainly focus on commerce and health sectors. In all the zones in the region and city administrations, there are TVET institutions that are able to offer trainings in all Levels, Level I to Level V.

Equity has been addressed in gender participation. The female participation, on average, is about 28% to 50%. Equity in access between rural and urban population has also been addressed by the TVET institutions to make TVET accessible to disadvantaged groups.

5.2. Health Sector Performance

The Somali region achieved remarkable improvement in health indicators during the last decade. Life expectancy at birth increased from 58 years in 2007 to 66 years in 2018. Between 2000 and 2016, pregnancy-related mortality declined from 871 to 412 per 100,000 live births. The Ethiopian Demographic and Health Survey (EDHS) 2016 reported that child mortality rates remain very high in the Somali Region. After declining by half between 2000 and 2011, the under-five mortality rate increased by 2011, but by the time of the EDHS 2016 report, the rate had returned to its 2005 level and stood at 94 deaths per 1,000 live births for the ten years prior to the survey. The infant mortality rate has followed the same pattern, but at a slower pace; in 2016 there were 67 deaths per 1,000 live births, higher than in 2005. In the past ten years no progress has been made in reducing the

neonatal mortality rate. It actually increased from 27 deaths per 1,000 births in 2005 to 41 deaths per 1,000 births in 2016.

The Somali region is one of the three regions with HIV prevalence below one percent in Ethiopia. HIV prevalence rate in the region is estimated to 0.17% which is below the national prevalence of 0.9%. In 2019 there are an estimated 6,301 peoples living with HIV/AIDS, of whom 803 are children below the age of 15 years. New infections in 2019 are estimated to be 234, with 309 AIDS related deaths. From the total death 57 of them are children. In 2019, case detection rate of all forms of TB has increased from 32% in 2015 to 47%. Also, the government gave attention to the prevention and control trachoma in the region. 91,688 patients were screened and surgery was performed for 10,421 patients. According to 2019 RHB report, currently around 56% of health facilities are providing basic immunization services.

Moreover, in the last five years, the region has increased the potential health coverage from 47% to 64%. Meanwhile 1,396 health posts, 217 health centers and 9 primary hospitals and 3 general hospitals were providing service by the end of 2019. Accordingly, the share of the government was increased from 8% in 2016/17 to 11% of 2019/20. Primary health care providers, including hospitals, health centers and health posts together received majority of the total government recurrent expenditure.

The total fertility rate in the Somali region is 7.2 births per woman which is almost twice that of the national total fertility rate. Only 1.5% of married women living in Somali region are using any method of contraceptives.

5.3. Women and Children Development Performance

The Somali Regional government made efforts to provide more political space for women and bring attention to the rights of women and children. The mission of the mandated bureau is to protect the rights and wellbeing of women and children; ensure active and all-round participation and benefit of women in all social, economic and political domains; and implement and follow up the implementation of policies, packages, programs/projects and strategies pertinent to women and children.

The participation of women in decision making with the parliament reached 35%, 10% and 15% at regional, woreda and kabala levels respectively, which is almost far below the target. Almost 50,000 women have participated in micro and small business enterprises established in the region. Credit and saving services were provided to more than 18,000 women indicating that efforts must be scaled up to further improves access to financial services of women entrepreneurs.

Efforts were made to establish women associations where over 670 were set up to eradicate harmful practices where 65% were freed from such practices. Child and women protection was promoted with wide public awareness campaigns.

5.4. Youth and Sport Performance

Over the last decade, the sector has made achievements on the following areas:

- Create favorable conditions for 14,000 pastoral and agro-pastoral youth to get capacity building trainings and loan programs.
- Organized unemployed youth for capacity building activities to develop their professional competence and skills encourage training of technical vocation where more than **14,565** unemployed youth participated and benefited from loan funds.
- Built capacity of the youth and sports institutions by setting a legal framework, providing trainings, providing material and connecting with other regions.

5.5. Labor and Social Affairs Performance

Community care coalitions (CCC) in 48 woredas with members were established and trained. The primary aim of these CCCs is to enable the most vulnerable families and all segments of society that are in difficult circumstances to be beneficiaries of development programs in order to prevent the prevalence of social problems and rehabilitate those segments of society victimized by various social problems. Activities conducted are as follows:

- A total of 825 social workers in 93 woredas were trained to support community members who are exposed to social problems through reintegration, reunification and community-based and institutional rehabilitation programs.
- One disability association and one disability federation were established and trained at woreda and regional levels respectively.
- One assessment of people with disabilities is underway in four woredas.
- A total of 480 people with disabilities benefited from the awareness-raising and training programs.
- One orthopedic center in Jigjiga was established and started operations.
- A total of 145 persons with disabilities benefited from skill training activities.
- A total of 1,150 wheelchairs were distributed to people with disabilities living in the region.
- Among 200 disputes that arose from the workplace, 65% were settled peacefully.
- 173 firms were inspected for occupational safety and health and labor conditions. 35 private employment agencies, trained, assisted and issued licenses.
- A total of 1,600 community members were mobilized and participated in public awareness-raising program on the prevention and reduction of human trafficking.

CHAPTER SIX: CAPACITY BUILDING AND GOOD GOVERNANCE PERFORMANCE

6.1. Governance, Democratization and Capacity Building Sector Performance

In the past ten years important measures have been taken to build the organizational and human resource capacities of institutions to enhance democratization, good governance and capacity building in public sector institutions. From the regional level to the kabele level, major achievements have been made.

The Somali regional constitution grants the regional parliament the power of legislating, over sighting and controlling governmental bodies and taking measures when deemed necessary; establishing and organizing different committees and other necessary structures of the parliament; approving the appointment of government officials 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, regional and local elections were convened. During the last ten years the regional parliament was elected twice, and new governments were established.

Capacity building interventions including local and international experience sharing visits were made. Around 63 legal documents and proclamations were enacted. A children's parliament was established in collaboration with the Institution of Ombudsman.

Decentralizing the decision-making power to lower tiers of government was one of fundamental goals during the last ten years. Hence, during 2009-2020 decision-making powers have been devolved to allow them to take full responsibility over the development issues concerning their localities. Major achievements include:

- Development of legal frameworks for functional and fiscal assignment.
- The transferring of functions, budgets and human resources from the regional level to the woreda level.
- The implementation of the District-level Decentralization Program (DLDP) was one of the government initiatives to deepen decentralization, institutionalize decision-making for democratic participation of the people, ensuring good governance, and decentralized public service delivery at the local level.
- Further, to enhance political decision-making at the local level, the 93 woredas of the region have councils 'elected by the people,' worked court and executive organs

To advance the good governance agenda of the government, the region has issued a policy package on good governance to be implemented at the woreda and kebele levels. The policy guideline package outlines the fundamental principles of good governance and offers solutions to possible

problems that may arise in institutionalizing democratic practice at the local level. It addresses issues of responsiveness, transparency and accountability, fairness and rule of law; and efficiency and effectiveness as foundations for the practice of good governance that need to be institutionalized at woreda and Keble administrations.

When it comes to education and training, 6,011 regional civil servants have been given education in diploma, master's degree and PHD programs. In addition, various short-term training courses have also been given to **6,616** regional and woreda personnel through different training institutions in the country. Furthermore, there were also 2,472 midlevel professionals who graduated from the public service college of the region.

A World Bank funded public sector capacity building program was implemented. The effectiveness and the impact thereupon need to be studied. Recruitment, selection, job assignment and orientation of 92,600 new graduates were conducted according to regional public service procedures.

There are some improvements observed in the local governance level after policies and strategies have been put in place even though there are capacity problems.

6.2. Security, Justices and Rule of Law Performance

Crime rate reduced from 80% to 75%, while conviction rate of the prosecutors was raised to 70%. Communities were empowered to share information regarding criminal activities.

To improve the institutional capacity of the Somali Regional State Justice Organ Professional Training Center (JOPTC) and Police College were established.

A judicial administration sub agency and a public defense lawyer administration sub agency were established under the SRS supreme court. A child justice for children program was set up with the support of UNICEF which composed of court, prosecution and police units that deal with child offenders and children who are victims of crime at the regional level, zonal level and 35 districts across the region. Additionally, diversion centers for child offenders were established at the regional level and 7 zones.

Capacity building with relatively good investment was made. Long term training ranging from diploma to second degree was provided to 740 justice organ professionals. Moreover 9,441 prosecutors, judges, public defense lawyers, private advocates, Sharia judges, police, prison wardens, and social workers also received short term training.

Citizens who were given free legal aid and legal counseling by public defense were 1,846 and 1,223 respectively.

Despite all these efforts, the injustice in the Somali Region was found to be one of the worst during the last ten years. The situation, an icon of which was the notorious 'Jail Ogaden' has captured the attention of the world and left a stain on the region.

PART III: DEVELOPMENT CHALLENGES AND OPPORTUNITIES

CHAPTER ONE: DEVELOPMENTAL CHALLENGES AND STRATEGIC ISSUES

1.1. Macroeconomic Development

Poverty: About 22.4% of the population in the Somali region are below the nationally defined poverty line. Nonetheless, the poverty headcount of the Region, according to the CSA, is better than the national average. The per capita income of the Somali Region is at least 30% below the national average according to BoFED GDP report.

High Unemployment: There is wide unemployment and underemployment, particularly in the urban areas of the region which stands at 18.9%. Employment conditions are one of the indicators of macroeconomic health. In this regard, data shows that at least 70% of the population in Ethiopia is under the age of 50 and at least 50% is under the age of 30. Such demographic data indicates that there are many young people who are looking for work. In addition, the agricultural sector unemployment extensive work is hidden (disguised unemployment) is forced to bear. Economic growth over the past few years has been limited by job creation. Various job creation programs that have been tried so far have yielded some results, but they are not promising. Overall, the rapid economic growth of the past few years has not created enough jobs for the people of the country and the standard of living that most citizens can afford.

Low Production and Productivity: There is a huge deficit in production when comparing the consumption requirements with the production of the basic consumer goods in the Somali Region. The productivity is the number one factor. Although it is mainly moisture deficit, the region still could produce excess food, meat and milk if all possible means and amenities were employed. The low productivity is largely due to structural and institutional constraints. The production system is almost traditional and very backward.

High Inflation: The wild inflation has been sweeping the purchasing power of the Birr. This is discouraging saving while increasing the burden on the population under the poverty line.

Low Domestic Revenue: There is a high overreliance on federal subsidy. The regional revenue is just 15% of the federal subsidy and 3% of the estimated regional GDP. Over the years, significant efforts have been made to mobilize revenue from taxes and other domestic sources to strengthen domestic finances. However, although our tax collection capacity has been improving year by year, there has been a significant shortfall in the planned tax revenue target. Much attention was paid to the use of government funds for its intended purpose, to evaluate its effectiveness, and to guide it in the right direction

PFM Institutional Capacity: Despite the clear policies and the legal framework, many of the implementers have knowledge and skill gaps. There are huge shortcomings in the implementation and enforcement of the procedural requirements. Weaknesses are particularly in the areas non-

finance managers, local governments, high employee turnover, public financial management, fiscal discipline, strict adherence to procedures, documentation at all levels and limited infrastructure for the use of the computerized systems (IBEX) in many parts of the region. There is a capacity constraint across the local governments.

Ethics and Discipline: Ethical issues are major concerns across the board and resources need to be economized. It is factual reality that the civil servants are extremely under paid in the face of a high inflation rate. A decent life is probably difficult with the current wage policy. The work effectiveness and value for money spending is beyond the horizon unless the civil servants are adequately paid or at least paid better. Economizing resources is not expected when other motives dominate the work including personal interests. The fight against the fraud and bribery shall be the on the key agenda of the leadership. Systems and other control mechanisms shall be put in place to curb the loopholes.

Information and Data: Inconsistencies in information and data on development indicators exist. There are also weak and unsystematic oversight, monitoring and inspection mechanisms.

Capacity Limits and Corruption: Limitations of performance and implementation at various levels have been observed in the past years in achieving the development goals set in various sectors. In particular, there were capacity constraints and coordination problems in project management (planning, implementation, monitoring, contract management), and wasted resources and theft, and a system was not in place to address these issues and ensure accountability.

1.2. Economic Development

Agriculture Sector: Strategic bottlenecks that the region has faced in implementing the planned development were observed. Policy gaps include rural land use policy and implementation, weakness in governance and ineffective law enforcement. Inadequate and weak agricultural value chain and market information systems were also experienced. Insufficient investment in agriculture thereby limiting opportunities for technology transfer and forward and backward linkages. Absence of appropriate strategies to handle the effects of the recurring droughts. Frequent disease outbreaks and recurrent shocks. Very weak monitoring, evaluation, accountability and learning framework.

Climate Resilient Green Economy: The problems encountered by the sector are numerous, but the following are prioritized and needs to be addressed strategically:

- Ecological disturbance, problems of desertification and environmental pollution.
- Low awareness of environmental guidelines and standards.
- The problem in coordinating environmental programs or projects.
- Low awareness of society in conserving and developing natural resources.
- Limited minerals data of the region, Increased frequency of droughts.
- Problems of over grazing and soil trampling.

- Increased deforestation rate and Increased problem of charcoal.

Trade and Manufacturing:

The gaps in the trade and manufacturing sector are as follows:

(a) Enabling Business Environment: Enabling business environment for trade and industry development is the number one strategic issue that needs to be addressed for this sector to thrive. Ease of doing business encompasses the legal framework, transparency within the sector, accessibility to the vital services and competitive trading systems. This could satisfy consumers, trading communities and eventually attract developmental investors. A substantive institutional capacity is needed to address the bottlenecks as well as the capacity constraints. Systems and infrastructure using information technology that is accessible to all people across the region is required. Finally skilled and qualified human resources must be placed at all levels.

(b) Raw materials and Industrial Input Supply: The supply of raw materials and inputs is limited and costly. Establishing, supporting and encouraging a manufacturing industry that produces many of the raw materials required is essential.

(c) Support to Industry and Industrialization: Lack of institutions that support industrialization and enterprise cultivation. There is a weak coordination mechanism to facilitate the growth of the sector.

(d) Hard Currency and Market Fallacies: While decades of import driven growth have depleted the hard currency, the export of the major hard currency earning goods and services has steadily fallen. The pressure on businesses has become unbearable, the majority of which depend on imported parts, supplies and other merchandise. The businesses in this 'periphery' region have been particularly hit hard, deepening the disincentives to formal trade.

Mine and Energy: Overall the sector in the Somali Region is hugely underdeveloped despite the potential for growth. Petroleum is an emerging sub-sector which has yet to be exploited. Mining is extremely limited due to complete lack of knowledge, skills and market linkages. Energy supply is predominantly sourced from the traditional and harmful sources which accelerate the already degraded environment. Electric power energy is mainly limited to urban areas. Nevertheless, there is general lack of awareness on alternative, renewable and modern energy resource utilization. Currently there is no institutional capacity at the regional level that can develop the mining, petroleum and energy sectors.

Construction and Urban Development:

The gaps concerning construction and urban development are as follows:

(a) Haphazard Urbanization – In the face of growing urban areas, towns and townships across the region there is inadequate urban planning and low enforcement of regulations.

Proper urban services are being constrained by the absence of the effective town plans. There is a scarcity of integrated urban infrastructure and municipal services. Resources being invested in ill planned inefficient, inequitable and non-prioritized urban infrastructure delivery.

(b) Urban Land Administration – With the increasing demand for urban land caused by the urbanization, the urban land management has huge gaps. It lacks properly planned, relevant and efficient management, effective and enforceable policies, and aa legal framework. There is also a lack of inclusive, environmentally friendly and sustainable development plans.

(c) Affordable Access to Public Housing – The housing sub sector is neither sufficient nor sustainably managed in terms of financing. A sustainable financing mechanism, not the treasury, should be put in place. The current practice is neither in line with the national nor regional public finance policies.

(d) Institutional Capacity – The overall capacity gaps in this sector include incompetency and skill limitations for the project managers, technicians, machinery operators and engineers, as well as ineffective systems and lack of law enforcement in construction management. Likewise, project feasibility studies and environmental impact assessments are seldom assessed.

1.3. Economic Infrastructure

Rural Roads: Road transport infrastructure is vital for the economy to grow. Rural roads with regular transport service coverage is currently at 32%. We have only 5,631 km across the region with 350,000 km^2. Thus, it is a major strategic issue to invest in the road transport development sector and improve the road transport infrastructure, as well as safe transport services.

Water Resource:

(a) Low Service Level; Safe and adequate potable water is fundamental to the health, life and development of the people. These basic necessities, however, are still key challenges for the development of the region. In Somali region, only 22% of the people have access to safely managed water sources according to the national standard, while many have limited access to unsafe water and others lack even basic survival needs. The existing sources are inadequate and cannot satisfy needs of the people and this is aggravated by the climate change impacting on the quality, quantity, timing, form and intensity of precipitation leading to decreased water resources available for water supply, food production and socio-economic services.

(b) Lack of Adequate Capacity; All stakeholders in this sector, public, private and charities, lack adequate capacity to deliver the highly needed water. There is low capacity in project implementation particularly the drilling of both deep and shallow wells as well as the construction of other water schemes. Contractors and suppliers are poorly equipped with

drilling rigs, drilling techniques and have less qualified manpower ultimately affecting performance. According to WASH inventory Data, 36% of the existing water schemes are not functional owing to the lack of effective water management committee, inadequate skills of water professionals, limited logistic supplies and spare parts at different levels.

Innovative and Technology: Technology Transfer: There is a lack of identifying technology based on value chain analysis and assessment. There is no system and guideline that creates technology inventions, training, adapting and transfer in the Somali region.

Innovation and technology have not been given priority in consideration of the need and service delivery. In GTP II, this sub-sector was planned under the regional capacity building with the theme of installations of woreda-net database systems and the application of development ICT services. There were two activities under this goal which have not been implemented: provision of ICT trainings for civil servants and operationalized Woreda-net service; and the introduction of policy toward employment and provide trainings for all new employed civil servants in each year and developing ICT centers in the entire region. These two activities have not been achieved.

There is also a shortage of policy awareness, planning and implementation capacity at the regional level. This is mainly due to shortage and Low qualified staff and recruitment and lack of capacity building for innovation and technology.

There is a low understanding of the diversity of the community, partner offices and role centres that have a low level of office space. The Technology and Innovation Council is not fully implemented and approved. The incompatibility of job opportunities and demand created by the development of the region.

1.4. Demographic and Social Development

Education and Training: Challenges in the education sector of the region are found in all key indicators of the sector. Equity, access to basic education, quality of education from pre-primary to secondary education, and relevance of the education that the socio-economic and livelihood system of the population in the Somali Region (in which about 85% are living a pastoral or agro-pastoral lifestyle) are all areas that need improvement. The following challenges have been observed:

(a) Pre-primary education: The level of education of children ages 4-6 has been largely neglected and poorly developed in the Somali region. Too many children still do not have access to any form of early education programs before starting school. Programs needed include as K.G. 0 classes, child to child programs and Accelerated School Readiness (ASR).

(b) Primary education: Despite different policy provisions and guidelines, many gaps and challenges are still prevalent. The challenges faced include access to education; the quality of education; a low completion rate in the first and second cycle of primary education;

shortage of budget; a shortage of teaching equipment, materials and supplies; and a high repetition rate from ABE to the second cycle of primary education.

(c) **Alternative Basic Education (ABE):** Relevant education implementation modalities to allow completion of primary education are largely absent. Pastoralist communities, unless they settle in one place, find it hard to access multiple institutions in order to complete the primary cycle.

(d) **Secondary education:** The main challenge of this level is the quality of the education, which is caused multiple problems and gaps. The majority of secondary schools in the region are not fully equipped according to the national standards, and there is a shortage of qualified teacher especially science teachers.

(e) **TVET Capacity Limitations:** Limitations include low capacity of planning and implementation of the TVET policy, strategy and programs. The sub-sector lacks joint and integrated plans, SOPs and implementation guidelines. In addition, there is no system to perform pre- and post-assessments of training provided by the TVET institutions based on occupational standards and other guidelines. The existing assessment guidelines and tools are outdated.

Health Sector:

The main challenges in the health sector are as follows:

(a) **Inadequate Health Services**: Despite the increased access, the health services within the Region are inadequate. Overall, health services are limited, are mainly not inclusive and largely inaccessible. Limited public health infrastructure and amenities, low education and awareness on hygiene and sanitation, disease outbreaks, vicious circle on nutrition due to the climate induced disasters including the droughts and floods with lack of social and economic capabilities are all issues throughout the public health sector.

(b) **Limited Universal Health Coverage**: Both the health policy and health sector strategy of the region have placed substantial emphasis to make essential health services available, accessible, acceptable, and affordable. Despite increasing accessibility of services, uneven distribution of health resources, sub-optimal quality of care, low child health care seeking behaviour of communities, low coverage of KMC services, and shortage of essential health commodities and equipment at service delivery points remain to be key challenges contributing to high rates of neonatal mortality.

(c) **Protect People from Health Emergencies**: Challenges include lack of surveillance structure at lower levels; poor functionality of EOCs; poor documentation of rumours and verification systems; suboptimal laboratory-based surveillance; inadequate emergency fund; emergence of global pandemics such as COVID-19; and droughts, floods and conflicts leading to many internally displaced people (IDPs).

(d) **Inadequate Health System Responsiveness**: Health infrastructure development in the region is challenged by geography and people living a dispersed, pastoralist way of life.

(e) **Inadequate Transformation of Households:** Despite these efforts, the performance of this transformation agendum remained low. Model household graduation, coverage of model kebeles, and enrolment of household in CBHI were far behind HSTP-I key targets.

Women and Children: Generally, in the region, there are many challenges regarding gender equality, women's empowerment and childcare protection.

(a) **Women's Empowerment and Gender Equality**: Women are suffering or subjected to a variety of injustice at different levels from different structures which demand intervention. The gender gap was addressed through key targeted measures that were taken to improve access to primary education for girls, promote women's reproductive health services, eradicate harmful traditional practices (including FGM and GBV) and increase women's participation on socio-economic and political spaces**.**

(b) **Child Protection, Care and Development:** There is low awareness regarding child rights according to Child Right Convention (CRC), and African Charter on Rights and Welfare of Children (ACCRAW) such as preventing and responding to violence against children, eradication of HTP, and ensuring access to child health and education services.

Youth and Sports:

The challenges facing youth and sports development are as follows:

(a) **Sport Infrastructure and Equipment**: There are very limited types of sports grounds and stadiums in the region that meet with the national and international standards. The sport programs are not well integrated with the education system, school or youth development programs. In addition, there is limited sport equipment. There is no policy on the expansion of sport facilities and integration of town/city master plans.

(b) **Sport Policy, Strategies and Promotions**: The implementation capacity of sport policies and related policies that encourage sports is not in place. The vision of sport is not cascaded to lower levels. In addition, community participation is almost non-existent. In this, however, the interest of youth towards sports and personal development is not shown. This shows that young people from the Somali region could not participate in the national or international sport stages and tournaments.

(c) **Youth Development:** The coordination and integration of the youth development programs are not well designed or implemented. There are many stakeholders and other actors working and engaging youth development programs. However, it lacks a mechanism for leading youth to become a priority community group. There is clear and adapted policy on the integration and coordination of youth development programs and packages in the Somali region for ensuring socio-economic and political participation, and benefit of youths. Unleashing the power of young people would have a profound effect on the speed, equity and sustainability of Ethiopian growth and development.

Labor and Social Affairs: The strategic challenges or issue in labor administration sector include: inadequate awareness on occupational safety and health; weak institution framework for sustenance of industrial harmony and social dialogue; inadequate awareness on labor rights and obligations; inadequate capacities for enforcement of labor laws; inadequate technical skills in the management of trade unions; lack of a harmonized and up-to-date labor market information; and low level of awareness on information regarding foreign employment. Regarding vulnerable populations, there is an increased demand for social protection among vulnerable populations such as older persons, persons with disabilities and the marginalized in the region; limited vocational rehabilitation programs and inadequate inclusion of disability issues and participation of PWDs in the development processes; inadequate data, low awareness and investment in social protection sector; weak coordination of street families rehabilitation amongst communities and implementing partners; and Inadequate data, knowledge and understanding of street family rehabilitations. To address these strategic challenges, therefore, the Bureau of Labor and Social Affair has identified six key priority areas (KPAs), which if fully implemented in the next 10 years, will contribute to enhancement of the competitiveness of the workforce in the region, and will ensure empowered and inclusive communities.

1.5. Governance, Justice and Public Capacity Building

Good Governance: Though noticeable improvements have been achieved, there appears to be governance problems being encountered by the people in the Somali region. The challenges faced concerning good governance, justice and public capacity building are as follows:

(a) Limited participatory planning due to the exclusion of the communities from the design stage of planning up to implementation which otherwise could have inculcated ownership of the programs and projects.
(b) Limited transparency and accountability making the people living in the community skeptical.
(c) The lowest level of the administration or community structures is not fully functional.
(d) For the last ten years, there was lack of a proper governance environment to fight corruption and nepotism.
(e) Civil society organizations are not well organized, capacitated and coordinated. Effective organization of civil society could have promoted good governance acted as watchdogs for human rights against abuse of power and authority.
(f) For the last ten years, the public sector has faced the problem of low public service ethics.

Security, Justice and Rule of Law:

Challenges concerning security, justice and the rule of law:

(a) For the last ten years, justice has been observed to be poorly accessible and nonresponsive to the needs of people in the region.

(b) The perception of the independence of the judiciary was very low. The poor working conditions of judges threaten their independence, reduce their efficiency and constitute incentives for corruption.
(c) The procedure for the selection and appointment of prosecutors was political and individual interest oriented which has resulted in non-professional prosecutors that disrespect the law.
(d) There were no prisons or detainee centers that fulfill the required standards; (e) Poor community participation and ownership in the justice sector.
(e) The procedure for the selection and appointment of prosecutors, police commissioners, militia heads, heads of district justice offices and heads of district security offices was political and the individual interest oriented mindset has undermined security and justice in the region
(f) juvenile justice in the region is very weak
(g) Prevalence of clan conflicts within the region as well as ethnic conflicts with neighboring regional states of Oromia and Afar has undermined security and justice.
(h) Shortages of security forces (Liyu police, regular police, militia)
(i) Abuse of power and political interference in the administration of justice in the region.

CHAPTER TWO: DEVELOPMENTAL OPPORTUNITIES

Currently, there is government commitment to maintain the sustainability of the positive results achieved during the preceding years and to bring about economic transformation. This has been and continues to be revealed by the pursuit of appropriate development policies, strategies and programs.

Natural Resources: 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 a massive livestock population, abundant wildlife, untapped investment on health, mine, tourism, education, agriculture and trade (import and export) sector.

Human Power: Improved literacy rates, 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. There has also been incremental expansion in number of universities, colleges and TVET increase in the region.

Improving Infrastructure: Roads and telecom access in the region has expanded immensely, 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.

Promising Governance: In the last two 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 bureau have improved. Understanding of governance and the rule of law have grown; public attitude towards ensuring security and participation in development is sharpening; there is strong support from the office of administration and stakeholders; strong collaboration with federal government ministries.

PART IV: TEN-YEAR DEVELOPMENT PLAN (2013 – 2022 EFY)

CHAPTER ONE: RATIONALE AND BASIS OF THE TEN-YEAR DEVELOPMENT PLAN

1.1. Rationale of the Ten-Year Plan

The role of a long-term development plan is to provide strategic directions for sustainable development by identifying strategic objectives, goals, and targets so that proper leadership and institutions are built to manage development in the long-term perspective as opposed to short-termism. This means that the long- term development plan lays the roadmap, indicating the objectives and strategic directions that are not time bound, and would enable the Somali region to maintain sustainable growth and achieve structural transformation, as well as attaining equitable distribution of wealth and shared prosperity over the long-term.

The transition of an economy from poverty stricken to irreversible prosperity requires a long-term plan and effort. While it is commendable to target the achievement of prosperity at the national as well as regional development visions, adequate time is needed to ensure that the progress is made in the right direction. Particularly, in the development process, plans for one-year, five-years, ten-years, or fifteen-years vary according to the tasks to be accomplished. General development objectives expressed in terms of low poverty rate, income level expressed as middle or high, educational enrolment at secondary or tertiary level, economic structural transformation, sustainable pastoral and agro-pastoral, sustainable urban development, improvement of standard of living, equitable distribution of resources, etc. cannot be realized in a short-term and are, therefore, stated in terms of long-term plans. It is often the case that even long-term plans are detailed in short-term and medium-term plans in order to achieve the objectives, goals and targets of the long-term plans.

It is possible to divide the development process into three broader stages consisting of creating the capacity to create wealth as pre-conditions, the stage of creating wealth itself, and the stage of ensuring an equitable distribution of the wealth. The capacity to create wealth is ensured through investment, while wealth is created through economic growth, and equitable distribution of wealth is realized through fair distributional policies. The realization of these processes takes different time spans. In a one-year plan, it may be possible to plan about investment and related issues, as well as detailed sectoral activities, while at the policy level, it may be possible to plan about macroeconomic stability. In a five-year plan, it would be possible to plan about the development of infrastructure facilities and rapid mid- term economic development goals. However, it would not be possible to plan about an equitable distribution of wealth, a meaningful reduction of poverty, as well as quality economic growth that would ensure sustainable development and structural transformation within a short-term plan.

1.2. Basis of the Ten-year plan

The design and process of the ten-year development plan is based on the consideration of three development and political dimensions:

(a) **Past** – goals, objectives, strategies and actual performances of the previous developments policies, strategies and programs in particular GTP I and II; and political expropriation of the past 30 years.
(b) **Current** – the in-depth and analysis of the current and on-going trends and situations in the region, country and global from all aspects.
(c) **Future** – based on the national future plans, in particular the general directions of the country is considered. Ethiopia's development plans are based on four departure points including its own vision and priority agendas, Africa Agenda 2063, SDG 2030 and global initiatives and trends.

CHAPTER TWO: NATIONAL AND REGIONAL VISIONS, OBJECTIVES AND STRATEGIC PILLARS

2.1. National Vision

In the short-term development of the past growth and transformation plans, the national vision was to become a lower middle-income country by 2025. Ethiopia's vision is to reach the level of lower middle-Income countries where democracy, good governance and social justice are maintained through people's participation. Hence, the ten-year development plan lays a long-term vision of making Ethiopia an **"African Beacon of Prosperity"** by creating the necessary and sufficient conditions.

2.2. Regional Vision

In the Somali region, the ten-year development inspires to see a **"Peaceful and Prosperous life for everyone in Somali Region"**. The region vision lays as a part of the national long-term development vision framework, which ensures high per capita income through rapid economic growth that is one of the sources of prosperity, but not a measure of prosperity on its own. Prosperity is largely defined in terms of happiness, improvement in standard of living, quality of life and good governance and sustainable peace and stability.

Concisely, prosperity can be measured by the capabilities that are created to satisfy human needs, improvements in standard of living and people's perception of the levels of their wellbeing. Variables such as per capita income, equity in wealth distribution, life expectancy, various measures of standard of living, access to justice and overall public services through good governance as well as issues of freedom, and citizens' level of satisfaction are taken as measures of prosperity. Accordingly, a composite indicator composed of four major indices would

possibly be used as measure of prosperity over the long term. These indices are Sustainable Development Goals (SDG), Human Development Index, Multi-Dimensional Poverty Index and Perception of Well-being Index.

2.3. Objectives of the Ten-Year Development Plan

The following are the main objectives of the ten-year development plan in Somali Regional State:

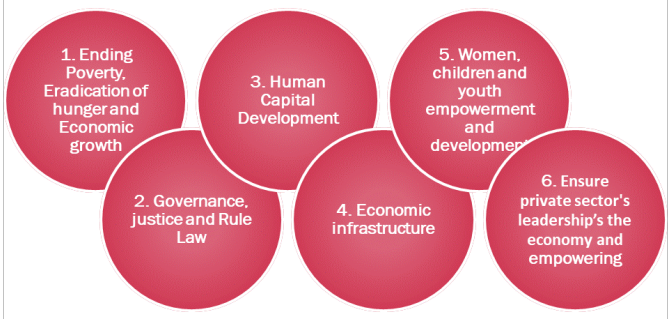
- To ensure and sustain economic development growth.
- To ensure that the hunger is eradicated and poverty is ended.
- To improve the living conditions and livelihoods of the population in the Somali region in order to reduce food insecurity; ensure access to sufficient and quality basic social services; and equitable job creation opportunities.
- To ensure good governance and stable and sustained peace and security environment.

Achieving these objectives, the population in the Somali region will be expected to reach following outcomes:

- Improvement in income levels and wealth accumulations so that everycitizen will be able to satisfy their basic needs and aspirations.
- Basic economic and social services such as food, clean water, shelter, health, education, and other basic services should be accessible to everycitizen regardless of their economic status.
- Creating an enabling and just environment where citizens will be able to utilize their potentials and resources so that they lead a quality life.
- Improvement in social dignity, equality, and freedom where citizens can freely participate in all social, economic, and political affairs of their country regardless of their social background.

2.4. STRATEGIC PRIORITIES/PILLARS

The development plan detailed key focus areas (strategic pillars). These efforts in economic development and common prosperity, and ensuing economic productivity and competencies are to ensure that technological capacity and the digital economy; to develop sustained growth and development finance; to ensure economic growth in the private sector; to ensure a human and natural disaster resistant green economy building green change; to ensure development benefits and social structure; to ensure that justice is accessible to all; to ensure effective good governance to achieve lasting peace; and building a strong zone of economic cooperation.



2.4.1. Ending Poverty, Eradication of Hunger and Economic Growth

The Sustainable Development Goals aim to end all forms of hunger and malnutrition by 2030, making sure all people – especially children and the more vulnerable – have access to sufficient and nutritious food all year round. In addition, ensuring that poverty is eradicated will allow the region to lead, and provide an opportunity to ensure the economic growth and sustainable development in all aspects in the Somali Region. Under this priority, the following areas of development will be focused on:

- Strengthening integration and synergy of cross-sectorial pastoral development initiatives.
- Agricultural and livestock productivity and production.
- Climate Resilience, Green Economy (CRGE) and natural disasters preparedness.
- Income and creating job opportunity to address youth unemployment.
- Investment, trade and manufacturing.
- Mine and petroleum development.
- Urban development and housing.
- Private led economic, empowering the private sector, and creating public-private partnerships.

2.4.2. Private Sector Leadership's Economy and Empowering

Ensuring economic growth and its sustainability depends on the role of the private sector, and both domestic and international involvement. As a result, the private sector is the main growth engine, powering the entire country in production, investment, work, employment, foreign trade and technology transfer. So, over the next ten-year, the private sector will be

empowered and transformed to take the leadership role of the economy transformation of the country. Therefore, following areas will be focused on in the next ten years:

- Focus on attracting and empowering local and international investors. Special focus will be given to mega investment projects that can create significant job creation, revenue tax and economy stimulation.
- Facilitate private sector to receive smooth and modern government as well as public service delivery.
- Focus on economic infrastructure that can allow private sector to continue their business.
- Privatization and smooth hand-over of government enterprises to private ownership.
- Initiate Public-Private Partnership (PPP) based on assessment, policy framework and commitment.

2.4.3. Security, Governance, Justice and Rule Law

The plan of the region mainly focuses on protecting the constitution, strengthening systems of governance, ensuring the supremacy of law and realizing the interest of the regional government and its people. The implementation of this plan is instrumental to improve justice sector service delivery, ensuring the collaboration of the justice sector constituents and establishing a system of work that enhances efficient and effective implementation of the plan.

- Institutional reform based on the framework of the ten-year development plan.
- Building institutional capacity of lower-level government systems including woreda and kebele levels.
- Ensure peace and stability that the citizen of the region may live freely without fear.
- Transparency and accountability of top and middle level officials.
- Attaining an effective, accountable and inclusive judicial system.
- Ascertaining the rule of law and law enforcement.
- Strengthening implementation capacity of the security and justice organs.
- Enhancing conflict resolution and reconciliation.

2.4.4. Human Capital Development

According to the 2019 human development report prepared by UNDP, Ethiopia is one of lowest countries ranked at 173 in terms of Human Development Index (HDI). It is one of the main objectives of this plan to foster the abilities and skills of human resources of this region. The plan will enhance the process of acquiring and increasing the number of people who have the skills, have adequate health, education and experience that are critical for economic growth, ending hunger and eradication of poverty. During the implementation of the ten-year development plan, the following three are areas will be prioritized:

- Education including the technical and vocational programs.
- Health and nutrition aspects of the people.

- Demographics and population.

2.4.5. Economic Infrastructure

As investment in economic infrastructure has a central role in the development agenda, it is critical for supporting economic growth and poverty reduction. Building infrastructure is meant to enhance growth through two channels: directly through physical capital accumulation and indirectly through improvement in productivity. Investment in infrastructure enhances all sector activities by lowering the cost of production and opening up new markets. During the implementation of the ten-year development plan, following areas will be prioritized:

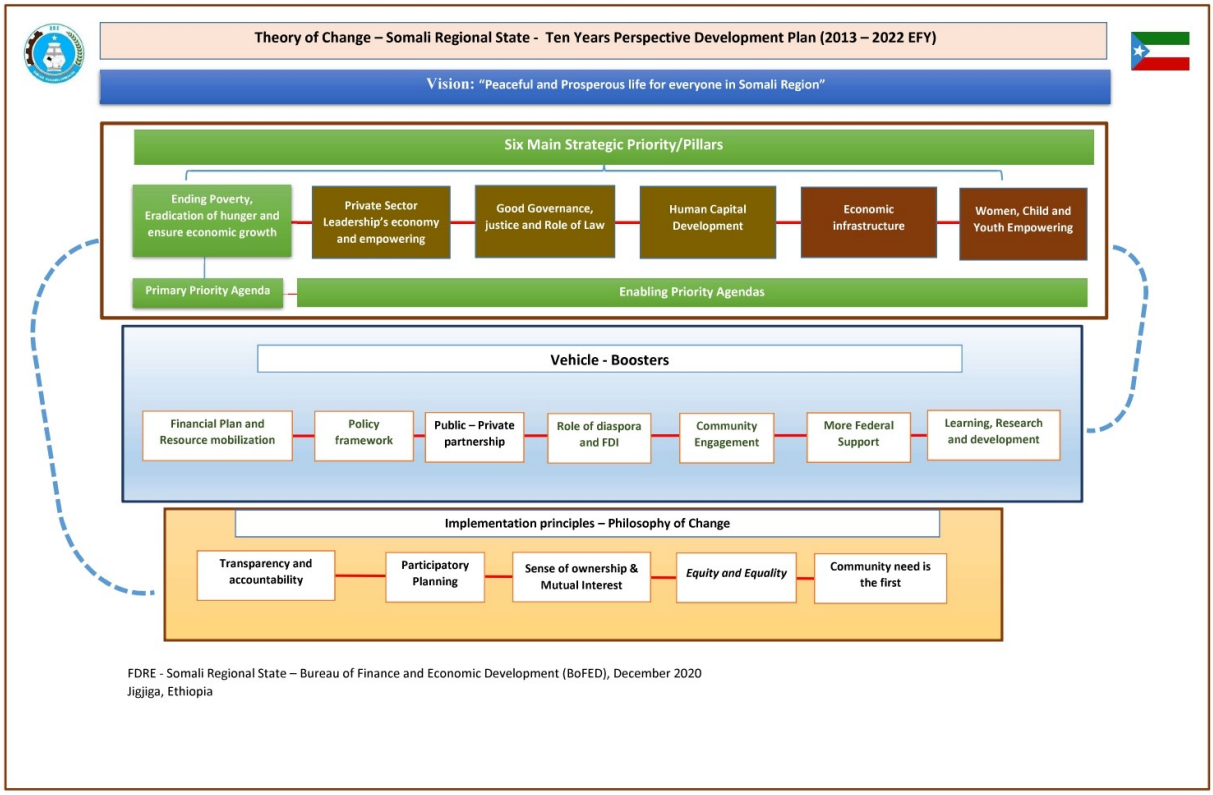
- Developing the water resource infrastructure.
- Developing adequate road infrastructure.
- Energy and power generation.
- Promotion of science, innovation and technology.

2.5.6. Gender, Children and Youth Empowerment and Equality

Social justice is a foundation for any development. Women play a core role in the livelihood and welfare of the society. Gender promotion and youth inclusion are essential to create and foster inclusive societies and inclusive governments. Women and youth are counted at 75% of the population in the region. Empowering and capacitating them contributes the overall objectives of economic growth, eradication of hunger and ending of poverty. During the implementation of the ten-year development plan, following areas will be focused on:

- Women social, political and economic empowerment.
- Youth social, political and economic empowerment.
- Women and child protection.

CHAPTER THREE: THEORY OF CHANGE



3.1. Theory of Change Elaborated:

The regional economic and social development trajectory has been carefully thought of, defined and mapped out. An inspiring vision that stands as a symbol for the one 'noble and common agenda' has been crafted. A clear road map and narrative that provides framework for the various exertions and contributions has been drawn to help mobilize the people for a noble cause using the scanty resources in the best possible way.

To achieve the ambitious but achievable vision of the region, six top priorities have been put forward. All are equally important, five are the cornerstones while one is a steppingstone to the vision.

1. The first priority is to ensure genuine good governance, justice for everyone and the rule of law without compromise. This is the number one determinant of stability and foundation for the rule of law without which development is just a dream. Visionary leadership will

have to balance healing the deep wounds of this nation ravaged by injustice and bad governance over many decades and show the people how only the rule of law can save the people of this region. While urging the government officials and officers to unlearn all the evils that used to be practiced with the name of the government and be exemplary for everyone else. The government will ensure cleanness and transparency so that it brings back hope, attracts investment and talents as well as inspires the new generation to unleash their full potential.

2. The second priority is developing human capital. Human development is decisive for any nation to move towards prosperity. Therefore, it is vital to have educated and healthy citizens for this plan to be successful. Quality education is the only vehicle for development. An uneducated or poorly educated nation is bound to fail both economically and socially. Working age particularly youth will have to be liability as they will be not producing but only consuming and thus will have no option but destruction in lieu of construction and production. The regional government will have to face reality and thus make difficult decisions to get a quality education system in place where the new generation can be inspired to learn science more than previous generations. Similarly unhealthy people are not expected to be productive and will unlikely make economic progress. Therefore, adequate investment for public and personal health will be made. In addition, the human capital cannot be tapped without technology and innovations. Therefore, the government will prioritize fostering technology and inspire the young with innovations.

3. The third priority is to fulfill the infrastructure deficit so that the economy stands on the appropriate platform before it can fully take off. Adequate transport infrastructure, accessible communication systems and energy infrastructure are to be made widely available for everyone.

4. The fourth priority is to create inclusive economic, social and political space for women and youth. The economy needs to get in full gear. This tiny economy cannot afford to disregard any part of its society. Therefore, allowing the huge potential of women and youth is among the key priorities. The fifth priority is to put the private sector into the leadership of the economy of the region. The envisaged economic growth can only be driven by the private sector. A thriving private sector will create jobs, increase public income, allow the government to collect more taxes for better public services, governance and political stability. There is no substitute for the private sector to lead the economy. The role of government is to regulate the economy and assist its smooth functionality. The private sector will have more opportunities to expand the provision of goods and services. The government will gradually embark on the privatization of the business entities (enterprises) which are currently under the government.

5. The sixth priority which is again the steppingstone for this vision is to comprehensively end poverty and eradicate hunger. Ending poverty and eradicating hunger will be a result of multiple factors which build on and reinforce each other. Agricultural productivity should be massively transformed from subsistence to commercialized, which requires increased investment in industrialization and the formalization of trade. This will never be easy unless other factors are fulfilled.

CHAPTER FOUR: MACROECONOMIC SECTOR PLAN

4.1. Economic Growth

The economy of the region is nascent with a GDP of only about 80 billion ETB. Despite the moderate economic growth estimated at an average of 7% and improving the socio-economic indicators, there are fundamental economic challenges. More than 22% of the Region's population falls below the 'absolute' poverty line. Close to one fifth of the economically active people are unemployed and thus unproductive. The region has been the hotspot for almost all disasters in the country over three decades and largely had the highest number of needy people requiring humanitarian assistance. The region hosts refugees from Somalia and shares a long border with the country. There is high inflation that is impoverishing the scarce assets at the household level. The current COVID 19 pandemic and the locust outbreak also placed additional burdens on the economy.

For many years, the human capital of the region was one of the least in Ethiopia, having lower road density, limited access to energy, communications and water supply.

The stability and relative peace are encouraging investment and business to navigate the untapped opportunities.

The Federal Government sets policies and strategies that are necessary to promote the national macro-economic stability while the role of the regional government is to direct the public financial management within the region including the efficient and effective utilization of public resources. The role of the sector is to strengthen its ability to lead and manage the overall economic development of the region, coordination and management of the external resource mobilization and other development partners in the region.

The federal government of Ethiopia has a legal framework and requirements within which the public financial management system must operate effectively. Therefore, the required financial proclamations, regulations, directives, operational procedures and manuals have been contextualized and rolled out in the region.

The sector will work and make efforts to meet their respective obligations through four key areas: leading economic growth, fiscal policy and public financial management including external

resource mobilization and regulating public enterprises. In addition to this, the sector will ensure transparency and accountability through improving external audit and anti-corruption tasks.

Strategic Directions of the Plan

- **Strategic direction 1: Inclusive Economic Growth**
- **Strategic direction 2: Improved Public Financial Management System**

The overall objective is to enhance economic growth that will reduce poverty, create jobs and increase the per capita income of all segments of the community. The focus is to increase the production and the productivity of agriculture, including livestock; the manufacturing industry; the service sector, mainly trade and transport; mining; and petroleum.

The target economic growth is 10% at the base case scenario during the planning period. If the assumptions for the high case scenario materialize, the economy of the region is expected to grow by 12%. However, the macroeconomic structure of the region may not transform with the base case scenario as projected. **The agriculture, mainly the livestock sub-sector, will continue to be the major economic engine for the region commanding more than half of the economy**. Nevertheless, the economic growth with the base case scenario is expected to reduce poverty by almost half, reduce the urban unemployment significantly and double per capita income. If achieved, this will allow the Somali Region to become a low middle income region.

To achieve these highly ambitious targets, the government will leverage growth with investments in **infrastructure** with the focus on **roads**, **energy** and **communication**. The latter two sectors are the mandate of the federal government, however the regional government will ensure that the regional plans are taken and implemented. To boost the service sectors of the economy, the government will ensure **conducive business environment** by addressing all bottlenecks and enforcing all laws. The government will also work on the **formalization of trade**. The other area of focus is **job creation** using various means including expanding by attracting **investment** particularly in the **manufacturing** sector and expanding the small and micro enterprises (SMEs) using government guaranteed loan funds.

Ensuring a prudent fiscal system will contribute to the envisaged macro-economic growth of the Somali Region. A sound fiscal discipline will be geared towards boosting the economy investing in the infrastructure and pro-poor sectors. The finance sector will be modernized in a sustainable manner to help economic growth. The regional government will mobilize resources to boost spending in the quality of education, commercialization of agriculture and livestock, delivery of water, expansion of health services and expansion of road networks. Similarly, the public expenditure will be essentially aligned with poverty reduction priorities. The economic share of the private sector will gradually increase employing the public-private partnership program.

The Somali Region will increase share of domestic revenue in the GDP more than five times. The taxation processes will be improved by modernizing tax administration system, increase tax base and updating tax structure through appropriate reforms.

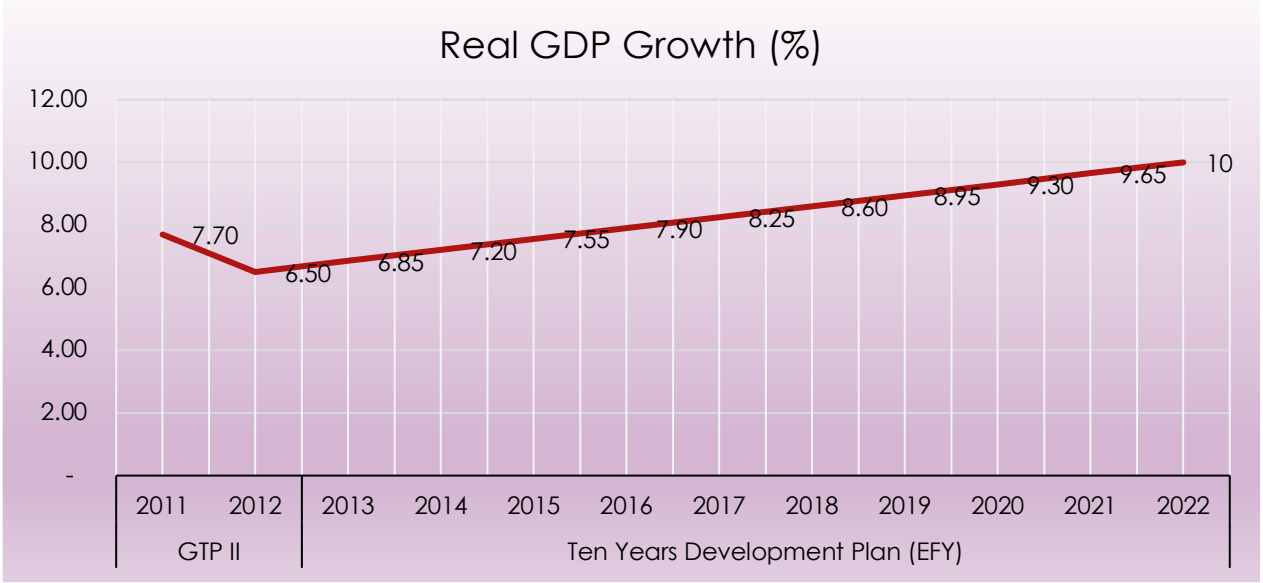
Public expenditure policy will be developed to improve commitment of the sector bureau in the funding of priority programs and projects which are vital to achieve the overall objectives of strategic plans.

Goal 1: Double Digit Economic Growth

Economic development will have a multiplier effect on many dimensions of the life of people within the Region. The overall living standard will improve with more resilience to shocks, decreased poverty, better education, health care and justice services. Economic development will be the flagship for overall improvement of the living standards of the people having mutually reinforcing effects.

Major Targets:

- Achieve 10% economic growth under the base case scenario (12% under high case scenario). The assumption under the high case scenario is that the region expects production of natural gas from which the region will generate royalty and profit tax from its sales.
- Reduce poverty from 22% to below 12% in 2022 EFY.
- Reduce the urban unemployment rate to 8.9% in 2022 EFY.
- Increase per capita income to over 2200 USD in 2022 EFY.



Implementation Strategies:

Counting on the regional level stability along with the unprecedented security and the transformative political changes in the country, the Somali Region has a unique opportunity to harness its development potential. During the coming ten years, the regional government will implement strategies to boost economic growth. This will focus on increasing the production and enhancing the productivity of the agriculture particularly the livestock subsector. The government will build the resilience of the pastoralists and agro-pastoralist communities to withstand the shocks of the recurring droughts. The government will prioritize the commercialization of agriculture focusing on livestock. The government will expand infrastructure particularly roads, energy and communication. The government will prepare a conducive environment for businesses to thrive while formalizing the trade and ensuring a fair, transparent and reliable business environment. Formal trade will be expanded by creating incentives for the business communities to formalize.

Recognizing the role of the manufacturing industry in rapid economic growth that warrants transformation of the economic structure, the regional government will give special attention to industry. Similarly, efforts on attracting large-scale investments in the manufacturing sector will continue while promoting development of medium and micro enterprises.

The government will attract potential and genuine investors focusing on manufacturing, mining and large-scale farming. The government will facilitate the development of the liquid natural gas (LNG) of the region and allow the local economy to harness the opportunities, and forward and backward linkages. The government will work on building human capital by improving the quality of education, meaningful health services and encouraging confidence in innovation and technologies. Above all the government will ensure that the rule of law, democracy and social justice are intact without compromise.

The urban centers are and will continue to grow rapidly. The urban centers are the economic engines as well as the hubs for the job creation. Therefore, due attention will be provided to unleash their potential.

Fiscal Policy

The role of proper fiscal policy is to be the key instrument in shaping key macroeconomic variables like economic growth, inflation, level of investment, among others. In line with the federal fiscal policy directions, the government of the Somali Regional State will use fiscal instruments to achieve the planned macroeconomic objectives. In the ten-year plan period, more efforts will be put to enhance the revenue generating capacity of the region through modernizing the tax administration system and implementing tax reforms. Concerted efforts will also be exerted to widen the tax base and hence mobilize creating investments for capital formation, like infrastructure and human resources developments.

Revenue and Expenditure Plan

During the last ten years, the Somali Region has shown a 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 eleven-fold, from 267 million ETB in 2003 EFY to 3.130 billion ETB in 2012 EFY. Despite the high increment of domestic revenue, the region is still unable to unleash the full potential of its economic 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 ten-year plan period, enhancing the revenue generating capacity of the region will be given utmost emphasis.

The expected total revenue, including grants and subsidies from the federal government in the coming ten years are planned to be 756 billion ETB. In this regard, subsidies from the federal government, domestic revenue mobilization (gained from the regional economy) and external assistance were all identified to be key sources of the budget of the regional government. Subsidy from the federal government takes the largest share, accounting on average 79% 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 141 billion ETB of domestic revenue will be expected to be generate from the regional economy from both tax and non-tax sources, which accounts for 20% of the planned total budget in the period of the ten-year plan. The share of the domestic revenue (regional) sources to total regional GDP at the end of the plan period will reach 31 %. On budget external assistances from federal are projected in the plan period to be 4.62-billion ETB, accounting 0.61% of the planned total budget.

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

Description	Baseline	Projections (ten-year plan)										
Ethiopian fiscal year	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Total regional revenue	17.810	22.540	27.750	34.800	43.360	54.640	67.920	85.960	108.240	137.210	173.560	755.980
Total domestic revenue	3.130	5.320	6.400	7.720	9.300	11.190	13.380	16.240	19.760	23.790	28.300	141.380
Tax revenue	1.880	3.370	4.360	5.480	6.560	7.830	9.310	11.390	13.920	16.830	20.150	99.190
Direct tax	1.200	2.280	3.250	4.050	4.740	5.790	6.750	8.260	10.080	12.040	14.340	71.570
Indirect tax	0.680	1.090	1.110	1.430	1.820	2.030	2.560	3.130	3.840	4.800	5.810	27.610
Non-tax revenue	1.250	1.950	2.040	2.240	2.730	3.360	4.070	4.860	5.850	6.950	8.150	42.200
Subsidy from MOFEC	14.650	17.060	21.200	26.870	33.810	43.130	54.130	69.200	87.820	112.570	144.170	609.960
External assistance	0.030	0.160	0.150	0.210	0.250	0.320	0.410	0.520	0.660	0.850	1.090	4.620
Revenue including grants as a total of GDP (%)	21	22	23	24	25	26	27	28	29	30	31	

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 the ten-year plan period is projected to reach on average 28.30 billion ETB, showing an 804% rise from the base year (2012 EFY) level and 20% increase on average from 2013-2022 EFY. To achieve the goal of enhancing the domestic revenue capacity of the region through realizing tax reform, the implementation of a tax information system, making the tax system

effective and efficient, and the widening of the tax base of the region will be major focuses in the coming ten years.

Expenditure planning (costing ten-year plan)

In the next ten 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 **989** billion ETB.

To implement planned programs and projects, and hence to meet the goals of the ten-year plan, one key element is the financing requirement of the plan. In the context of the Somali region, the major type of financing identified is government budgetary financing. In the ten year-plan, financing development projects through regional capacity will be emphasized. The total cost required by the ten-year plan is estimated at **989** billion ETB.

The total demand of capital and recurrent expenditure at bureau level and grant subsidy to woredas and city administrations of the coming ten years are projected here under.

Multiyear expenditure and deficit forecasting (in Billions of ETB)

Description	Baseline	projections (ten-year plan)										
Ethiopian fiscal years	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total
Total regional expected revenue	17.810	22.540	27.750	34.800	43.350	54.630	67.920	85.970	108.250	137.210	173.560	755.980
Recurrent Expenditure	5.940	8.910	11.660	12.660	14.660	18.660	20.660	26.660	32.660	40.660	50.880	238.070
Capital Expenditure	11.540	17.320	23.090	24.090	25.090	27.090	28.090	30.090	34.090	40.090	50.990	300.030
Total Recurrent and capital needs	17.480	26.230	34.750	36.750	39.750	45.750	48.750	56.750	66.750	80.750	101.870	538.100
Grant subsidy to woredas	10.050	16.750	23.340	24.340	27.340	33.340	39.340	48.340	60.340	78.380	99.390	450.900
Total regional expenditure needs	27.530	42.980	58.090	61.090	67.090	79.090	88.090	105.090	127.090	159.130	201.260	989.000
Budget deficit	-9.720	-20.440	-30.340	-26.290	-23.740	-24.460	-20.170	-19.120	-18.840	-21.920	-27.700	-233.020

As shown the above, there is a deficit of **233** billion ETB between total expenditure needs and

expected total revenue including subsidy from federal and external assistance, the expenditure gap will exist in the areas of recurrent and capital investments for the coming ten-year plan period. Therefore, the budget deficits shall be bridged and covered through several sources. A total of **2 billion ETB** will be bridged through public participation on development by using the labor force in areas of road construction, conservation of natural resources, irrigation and urban development works; **90 billion ETB** will be attained from development associations like Somali development associations, local and international non-government organizations (NGOs) operating in the region; **121 billion ETB** will be bridged by external resource from loans and support through channels one, two and three; lastly, **20 billion** ETB will be raised by organizing telethons from individuals and diaspora funds. Further opportunities shall also be expected from increase of own domestic revenue source of the region.

The expenditure plan is formulated 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 65% of the total planned expenditure will be outplayed to pro- poor developments in the plan period.

Total Expenditure forecasting for pro-poor sectors (in billions of ETB)

	Base Year	Projections (ten-year plan)										Total
Descriptions	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total
Total expenditure plan	27.530	42.980	58.090	61.090	67.090	82.090	106.090	118.090	130.090	140.130	183.260	989.000
Total expenditure plan on pro-poor sectors	14.747	26.297	36.097	38.497	43.197	53.097	68.797	77.797	87.0522	95.797	124.2	630.260
Education sector	3.914	7.214	10.114	10.214	11.214	14.214	18.214	20.214	22.214	24.214	32.214	149.726
Health sector	3.018	5.518	7.718	8.818	9.618	12.618	14.618	16.618	18.618	20.618	26.618	119.437
Agriculture and irrigation sector	2.540	4.190	5.990	5.99	6.990	7.890	10.590	11.59	12.59	14.59	17.59	103.721
Water resource development	2.172	3.572	4.572	4.972	6.272	7.272	9.272	11.272	12.5272	14.272	17.672	100.112
Urban development and job creation sector	2.123	3.623	4.523	4.923	5.523	6.523	9.523	10.523	12.523	13.523	17.523	93.149
Rural Roads sector	0.980	2.18	3.180	3.58	3.58	4.58	6.58	7.58	8.58	8.58	12.58	64.115
Other Sectors	12.783	16.683	21.993	22.593	22.593	28.993	37.293	37.293	43.0378	44.333	59.063	358.74
Share of pro-poor sectors (%)	54%	61%	62%	63%	64%	65%	65%	66%	67%	68%	68%	64%

Implementation Strategies:

Counting on the stability and the unprecedented security and the transformative political changes in the country, the Somali Region has a unique opportunity to harness its development potential. During the coming ten years, the regional government will implement strategies to boost economic growth. This will focus on increasing the producing and enhancing the productivity of the agricultural sector, particularly the livestock subsector. The government will build the resilience of the pastoralists and agro-pastoralist communities to withstand the shocks of the recurring droughts. The government will expand the infrastructure particularly roads, energy and communication. The government will prepare a conducive environment for businesses to thrive while formalizing the trade and ensure fair, transparent and reliable business environment. Formal trade will be expanded by creating incentives for the business communities.

Recognizing the role of the manufacturing industry in sustaining the rapid growth momentum that warrants transformation of the economic structure, the regional government will give special attention to the industry. Similarly, efforts on attracting large-scale investments in the manufacturing sector will continue while promoting the development of medium and micro enterprises.

The government will attract potential and genuine investors focusing on manufacturing, mining and large-scale farming. The government will facilitate the development of the liquid natural gas (LNG) in the region. The government will work on improving the quality of education, health and access to sufficient potable water. Above all, the government will ensure that the rule of law, democracy and social justice are intact without compromise.

Urban centers are currently growing and will continue to grow rapidly. Urban centers are the economic engines as well as the hubs for the job creation. Therefore, due attention will be provided to unleash their potential.

Goal 3: Increase the Domestic Revenues

It is in the strategic agenda to ensure that the largest share of the budget of the Somali Regional Government comes from the local revenues. The aim is to gradually increase domestic revenue by improving the tax administration system and direct expenditure to major poverty reducing sectors.

Targets:

- Increase revenue collection in the region from 3.1 billion ETB in 2012 EFY to 28 billion ETB in 2022 EFY.
- Increase share of domestic revenue in GDP from 3% in 2012 EFY to 20% in 2022 EFY.
- Increase share of tax revenue in GDP from 2.5% in 2012 EFY to 9% in 2022 EFY.
- Increase share of basic service sectors (pro-poor sectors) from total expenditure on average from 54% in 2003-2012 EFY to 65% in 2013-2022 EFY.

Goal 3: Increase Domestic Revenues by 2022

It is in the strategic agenda to ensure that the largest share of the Regional Government budget comes from the local revenues. Gradually increase domestic revenue by improving the tax administration system.

Targets:

- Increase revenue collection in the region from 3.1 billion ETB in 2012 EFY to 28 billion ETB in 2022 EFY.
- Increase the share of domestic revenue in GDP from 3% in 2012 EFY to 8% in 2022 EFY.

- Increase the share of tax revenue in GDP from 1.5% in 2012 EFY to 6% in 2022 EFY.
- Increase the share of basic service sectors (pro-poor sectors) from total expenditure on average from 54% in 2003-2012 EFY to 65% in 2013-2022 EFY.

Strategic Direction 3: Improve public financial management system of the region

The purpose of a good PFM system is to ensure that the policies of governments are implemented as intended and achieve their objectives. An open and orderly PFM system is one of the enabling elements needed for desirable fiscal and budgetary outcomes; aggregate fiscal discipline requires effective control of the total budget and management of fiscal risks. Strategic allocation of resources involves planning and executing the budget in line with government priorities aimed at achieving policy objectives. Efficient service delivery requires using budgeted revenues to achieve the best levels of public services within available resources.

Goal 4. Policy-Based Fiscal Strategy and Budgeting

The fiscal strategy is a key instrument for attaining rapid and sustainable economic growth. The fiscal strategy will focus on enhancing tax revenue by effectively administering existing tax policies and implementing tax reform programs. Efforts will be made to improve efficiency in the tax system and broaden the tax base. Mobilized resources will allow expanding infrastructure investment while increasing budgetary expenditures for pro-poor and growth enhancing sectors.

Major Targets:

- 65% of the budget is allocated to pro-poor sectors.
- Fiscal strategy for catalyzing the economic growth is put in place.
  The target is to develop and implement a clear fiscal strategy and enhance the ability to develop, assess and determine the fiscal impact of the revenue and expenditure policy proposals that support the achievement of the fiscal goals of the government.
- Capacity developed for economic appraisal, selection, costing and monitoring of public investment projects.
- Enhanced capacity to assess and report fiscal risks which can arise from adverse macroeconomic situations, financial positions of sub national governments or public enterprises, and contingent liabilities.

Implementation Strategies:

To achieve the planned targets, the government will prepare forecasts of key macroeconomic indicators as well as forecasts of the main fiscal indicators, including revenues, aggregate expenditure, and the budget balance. The capacity of the institutions will be enhanced to allow them to develop and implement a clear fiscal strategy, build their ability to develop and assess the fiscal impact of revenue and expenditure policy proposals that support the achievement of the government's fiscal goals. Program budgeting will be introduced and rolled out across the

budgetary institutions. The existing MEFF will be further developed to allow robust and modern macroeconomic and fiscal forecasts. The budget and finance committee of the Regional Council will be restructured, and capacity built so that they gain the required skills for better control. They will have enhanced capacity for legislating, scrutinizing and approving the annual budget. Program and project budget formulations will be reformed to ensure economic and fiscal policies are adhered to. Similarly, investment project selection criteria will be clarified and set. BoFED will make sure that annual budgets are derived from and guided by this strategy.

Institutional Capacity Enhancement Program

The Regional Government will implement institutional reform to unleash the potential for enhanced capacity. This is expected to improve the macro-economy administration, bring a more accurate regional GDP assessment and forecasting, prudent fiscal discipline and effective resource mobilization and control.

Public Financial Management

Budgets, accounts, cash management and internal controls reforms were made, but were largely incomplete. Emphasis will be put on improving the **accounting** systems by upgrading the modified cash basis accounting into full accrual basis using IPSAS system; strengthening the support for the legacy **IT** system (IBEX) and continuing the effort to accelerate the roll out and implementation of IFMIS; improving power-related connectivity systems of IBEX in budget institutions; completely shifting IBEX from stand-alone system to online system in all budget institutions and promoting the implementation of the Woredas-Net.

Annual standard financial reports that are comparable with the approved budget will be prepared. Consolidated financial reports in line with the international financial reporting standards will be submitted to ORAG within three months of the end of the fiscal year.

An effective cash management system including forecasting proper cash flows and commitments will be built and timely and reliable information will be provided for sound decision making. Disbursements, cash controls and regular reconciliations will be ensured. A **Single Treasury Account** system will be established at the region in a phase by phase basis and strengthened the implemented pool system at the Woredas. Controls over commitments, suspense accounts, payrolls etc., will be enhanced.

Internal Controls: All public bodies will have functional internal control systems where empowered units are mutually enforcing the procedures. A quality assurance process will be in place within the internal audit function and audit activities that meet professional standards, including focus on high-risk areas. Internal audit activities will focus on evaluations of the adequacy and effectiveness of internal controls.

Public Procurement: The public procurement procedures and public property administration system will be reformed. To ensure value for money and accountability for the public funds, the

government will enhance the just set up a separate Public Procurement Agency to regulate and ensure transparency and open systems allowing broad public participation in all procurement dealings. Also, an E-government procurement system will be introduced.

Public Auditing: The capacity of the government and particularly the legislature branch will have to be enhanced to ensure holding the public institutions accountable. 100% of the budgetary institutions will have financial and compliance audits. The major service delivering government institutions will have a performance audit. The audit backlog will be reduced. And the audit findings will have to be acted upon, including any litigation.

Financial Transparency and Accountability: A complete set of executive budget proposal documents will be available to the public within one week of when the executive submits them to the legislature. The annual budget law will be approved by the legislature is publicized within two weeks of passage of the law every year at all levels.

CHAPTER FIVE: ECONOMIC SECTOR DEVELOPMENT PLAN

5.1. Agriculture Sector Development Plan

Agricultural sector is the hub and the mainstay of the Ethiopia's economy, and this will be the likely trend in the foreseeable future. The sector contributes 45% of the Gross Domestic Product (GDP), generates over 80% of the foreign exchange earnings and employs 85% of the population. It also provides raw materials to the agro-based industries which account for 70% of all the industries in the country (NBE). The sector consumes about 15 – 17% of Ethiopia's GDP, and is thus detrimental to ensuring increased economic growth and reduction of the pervasive poverty.

Pastoral communities in Ethiopia occupy 61% of the total land mass of Ethiopia. Over 97% of them live in Somali, Oromia, Afar and Southern Region States (UNDP, 2010). Despite the widespread under development in particularly pastoral areas, the Somali Region has a number of resources. Among others there is a massive livestock population, considerable arable and irrigable land that can feed the region and beyond, underground water resources and various natural and mineral resources. The four main perennial rivers are also other major resources that are sufficient to make meaningful change on lives of pastoral and agro-pastoral populations in the Somali Region.

However, despite several years of substantial efforts by state and non-state actors in the sphere of agricultural development, the sector is still unable to feed its dependents. It is characterized by rainfall-dependent and subsistence production systems, predominance of smallholder farmers, low agricultural productivity, serious land deforestation and soil degradation, erratic rainfall patterns and recurrent droughts. The environment and forest sectors of the region, which are the base of sustainability, are also subject to a wide array of societal pressures and associated environmental risks. Likewise, the biodiversity of the region is at risk of being disturbed. Cooperatives known for

their role in job creation opportunity and commercialization of agricultural products are also at an infantile stage. Irrigation development and research which is vital for extensive as well as intensive agricultural development are also constrained by a number of challenges.

The main objectives of the agricultural development plan are to raise the incomes and livelihoods of farmers and pastoralists and end poverty by making agriculture more productive and competitive; to play a major role in the structural transformation of the economy, especially to satisfy the food and nutritional needs of the nation by modernizing agriculture; to supply raw material inputs for the industrial sector; to provide adequate quantities of exportable agricultural products that have added value; to create sufficient job opportunities in rural areas; and to reduce the impact of climate change on the sector.

The following strategic directions, goals and major targets have been set to accomplish the objectives of the agricultural development plan for the coming ten years (2013 – 2022 EFY):

5.1.1. Crop and Natural Resource Development Plan

Agriculture and natural resources are some of the key economic development drivers and therefore decisive for the 10-year development plan in the Somali Region. Ensuring goals and implementing major activities of the agriculture sector, in particular crop production and productivity, will contribute the overall goal of the plan, which will lead the region to eradicate poverty, ending hunger and ensuring economic growth. Hence, there are six major strategic directions as outlined below:

Strategic Direction 1: Increasing Crop Production and Productivity

Goal 1: Increase total cultivatable land of major food crops from 465,989 hectors in 2012 to 507,289.24 hectors.

Major Target

- Expand 9% target crop lands for stalk and non-stalk cereals, pulses, oil crops and horticulture.

Goal 2: Increase the Total production and productivity of major food crops from 13 million quintals in 2012 to 17.2 million quintals in 2022. Increase productivity from 27.7 quintal/hectare in 2012 to 33.7 hectare/quintal in 2022.

Major Target

- Maize: Increase the total maize production from 3.13 million quintals in 2012 to 4.39 million quintals in 2022 and the average maize productivity from 17.50 quintals/ha in 2012 to 22.87 quintals/ha in 2022.
- Sorghum: Increase the total sorghum production from 2.24 million quintals in 2012 to 3.27 million quintals in 2022 and the average sorghum productivity from 15.8 quintals/ha in 2012 to 21.31 quintals/ha in 2022.

- Bread Wheat: Increase the total maize production from 919 thousand quintals in 2012 to 1.46 million quintals in 2022 and the average bread wheat productivity from 15.5 quintals/ha in 2012 to 21.31 quintals/ha in 2022.
- Rice: Increase the total rice production from 11,540 quintals in 2012 to 22,713.6 million quintals in 2022 and the average food rice productivity from 7 quintals/ha in 2012 to 10.4 quintals/ha in 2022.
- Haricot Bean: Increase the total haricot bean production from 75,000 quintals in 2012 to 104,065 quintals in 2022 and the average haricot bean productivity from 15 quintals/ha in 2012 to 18.1 quintals/ha in 2022.
- Sesame: Increase the total sesame production from 143,660 quintals in 2012 to 312,810.24 quintals in 2022 and the average sesame productivity from 11 quintals/ha in 2012 to 22.03 quintals/ha in 2022.
- Production of horticulture development (fruits and vegetables).
- Ground nut: Increase the total ground nut production from 21,000 quintals in 2012 to 41,573.2 quintals in 2022 and the average ground nut productivity from 14 quintals/ha in 2012 to 22.03 quintals/ha in 2022.
- Onion: Increase the total onion production from 3.53 million quintals in 2012 to 4.11 million quintals in 2022 and the average onion productivity from 122 quintals/ha in 2008 to 130.7 quintals/ha in 2022.
- Tomato: Increase the total tomato production from 480,000 quintals in 2012 to 640,520.79 quintals in 2022 and the average tomato productivity from 60 quintals/ha in 2012 to 70.43 quintals/ha in 2022.
- Pepper: Increase the total pepper production from 123,000 quintals in 2012 to 197,899.4 quintals in 2022 and the average pepper productivity from 30 quintals/ha in 2012 to 40.23 quintals/ha in 2022.
- Carrot/cabbage: Increase the total Carrot/cabbage production from 200,000 quintals in 2012 to 204,020 quintals in 2022 and the average Carrot/cabbage productivity from 50 quintals/ha in 2012 to 50.3 quintals/ha in 2022.
- Orange: Increase the total orange production from 380,250 quintals in 2012 to 484,037.45 quintals in 2022 and the average orange productivity from 117 quintals/ha in 2012 to 131.3 quintals/ha in 2022.
- Papaya: Increase the total papaya production from 295,320 quintals in 2012to 385,597.8 quintals in 2012 and the average papaya productivity from 92 quintals/ha in 2012 to106.5 quintals/ha in 2022.
- Mango: Increase the total mango production from 277,820 quintals in 2012to 365,603.84 quintals in 2012 and the average mango productivity from116 quintals/ha in 2012 to 129.2 quintals/ha in 2022.

- Lemon: Increase the total lemon production from 110,970 quintals in 2012 to 170,560.72 quintals in 2012 and the average lemon productivity from 81 quintals/ha in 2012 to 95.95 quintals/ha in 2022.
- Banana: Increase the total banana production from 840,000 quintals in 2012 to 991,414.788 quintals in 2012 and the average banana productivity from 175 quintals/ha in 2008 to 183.82 quintals/ha in 2012.
- Watermelon: Increase the total watermelon production from 118,000 quintals in 2012 to 122,412 quintals in 2012 and the average water melon productivity from 59 quintals/ha in 2012 to 60 quintals/ha in 2022.

Development of Industrial Production (Industrial Crops):

- Cotton: Increase the total cotton production from 0 quintals in 2012 to 117 quintals in 2022

Goal 3: Increase agricultural marketing cooperative unions from 1 union in 2012 to 20 unions by the end of 2022.

Major Target:

- Increase the primary cooperatives from 661 in 2012 to 1544 by the end of 2022 with annual average growth rate of.
- Increase the number of the farmer cooperative unions from 1 to 20 unions by the end of 2022
- Increase male membership of cooperatives from 22,000 in 2012 to 131,908 by the end of 2022.
- Increase female membership of cooperatives from 15,200 in 2012 to by the end of 2022.
- Increase the primary cooperative capital from 210 in 2012 to 268 million ETB by the end of 2020.
- Increase the cooperative Union capital from 1, 200,200 in 2012 to 3,106,618 million ETB by the end of 2020.
- Increase the share of the domestic market from 6% in 2012 to 15% by the end of 2022 with annual growth 1%.
- Increase the share of the export market from 2% in 2012 to 12% by the end of 2022 with annual growth.

Strategic Direction 2: Ensure Food Security and Disaster Risk Management

Goal 4: Increase the total number of food-secured households from 1,789,009 households in 2012 to 1,375,917 households in 2022.

Major Targets

- Decrease the total number of chronic food insecure beneficiaries of PSNP program from 1,679,009 households in 2012 to 1,276,434.77 households in 2022.
- Reduce the total number of transitory food insecure beneficiaries of PSNP program from 110,000 households in 2012 to 99,482 households in 2022.

- Increase the total number of beneficiaries graduated from social safety net program beneficiaries of PSNP program from 110,000 households in 2012 to 237,482 households in 2022.
- Enhance and capacitate the total number of households utilizing DRM mechanisms from 120,0230 households in 2012 to 2,591,207 households in 2022.
- Increase the diversified sources of Incomes and productive assets of chronic food insecure (CFI) households living hotspot woredas from 1,345,000 households in 2012 to 2,903,754 households in 2022.

Goal 5: Enhance and strengthen disaster risk management in agriculture.

Major Targets

- Monthly data collection and analysis from 93 regional administrative woredas of the region based on the early warning indicator data by using HEA baseline.
- Conduct seasonal needs assessment and nutrition survey (both seasons: 'Gu' and 'Deyr') twice each year in all woredas of the region and sample woredas.
- Conduct study on 12 flood prone woredas.
- Establish community based early warning system for 93 woredas.
- Installation of flood gauge in 4 woredas of the Shabelle zone.
- Development of an early warning website and risk profiling data base to avail information in time and share it to relevant governmental and non-governmental organizations.
- Ensure the continuing formulation and distribution of an early warning bulletin every month.
- Bi-annual updating of regional Emergency Preparedness and Response Plan (EPRP).
- 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.
- Preparation food of emergence reserve for response sufficient for 60,000 HHs.
- Purchase of new fleet trucks for timely and effective emergency response, increasing the number of trucks from 20 trucks to 50 trucks in the region.
- Increasing number of emergency boats in riverine area from 10 to 20 and maintaining the existing ones.
- Increasing the number of warehouses by 50% and maintaining the existing ones to bring them up to standard.
- Establishing Emergence Coordination Centers (ECC) for Kabridahar, Jigjiga and Gode;
- Establish new incident management teams in every zone.
- Strengthening the capacity of hubs for effective response.

5.1.2. Livestock Resource and Pastoral Development

Strategic Direction 1: Market-Oriented Livestock Production and Productivity

Goal 1: Enhance livestock production and productivity.

Major Targets:

Increasing dairy production and productivity

- Increasing milk production from 1,237,200,000 litters to 1,320,600,000 liters.
- Increasing production of cattle milk from 540,000,000 litter to 620,000,000 litters.
- Increasing camel milk production from 600,000,000 litters to 602,300,000 litters Increasing sheep milk production from 21,600,000 to 22,100,000 litters.
- Increasing goat milk production from 75,600,000 litters to 76,200,000 litters.
- Increasing the number of dairy farms from 0 to 11.
- Building the capacity of agro-pastoralists on improved dairy supplementary feeding techniques from 500 to 15,000.

Increasing meat production and productivity

- Increase cattle meat production from 7,859 to 19,556 tons.
- Increase camel meat production from 12,016 to 39,701 tons.
- Increase sheep meat production from 6,016 to 8,439 tons.
- Increase goat meat production from 7,868 to 19,580 tons.
- Increasing fattening farms from 50 to 200.
- Building the capacity of agro-pastoralists on improved livestock fattening and feeding techniques from 550 to 12,000.

Increasing Poultry Production and productivity

- Increasing chicken meat production from 4,295 to 5,234 tons.
- Increasing egg production from 42,883,060 to 44,567,000 tons.
- Establishment of poultry breeding and multiplication centers from 8 to 38.
- Popularization of poultry farming among pastoral community of the region from 500 to 30,000.
- Purchase of low-cost poultry housing from 15 to 2000 with community participation.
- Purchase and dissemination of 3 semi-scavenging chicken breeds from 0 - 15,000 in the region.

Enhancing Honey and Bee Wax production and productivity

- Increase the number of modern beehives from 3,200 to 21,000.
- Increase honey production from 9,769 to 21,567 tones regionally.
- Procurement of honey extractor and modern hive, accessories (wax, smoker, bee suit, hive tools, gloves, bee veil and hive accessories from 6650 to 30,000 in the region.
- Establishment of apiculture resource center from 0 to 5 in the region.

Skin and hide

- Increase production of hides and skins from 500,000 to 5,000,000.
- Construction of hide and skin centers from 0 to 10 in the region.

- Awareness creation of hide and skin production and management techniques from 1,500 to 139,500 beneficiaries.
- Building the capacity of community on hide and skin production and management techniques from 1,700 to 18,000.
- Experience sharing on the neighboring and outside industries for hide and skin management.
- Introduction and promotion of value addition technologies of hide and skin under the cooperatives in the region from 0 to 1500.

Fishery and small-scale aquaculture

- Increase fish production from 4,295 to 12,567 tons.

Goal 2: Improving Livestock Health Services and delivery.

Major Targets:

Increasing the supply of veterinary drugs, vaccines, equipment and instruments.

- Vaccination of different class of animals against different diseases from 9,978,000 to 26,608,000 heads.
- Increasing the HH beneficiary of animal health extension service from 0 to 1000 HHs.

Increasing direct diseases prevention, control and treatment

- Animal health coverage will be increased from 40% to 100%.
- Increasing Risk assessment-based animal vaccination coverage from 24% to 100%.
- Reducing infectious livestock diseases treatment efforts from 28.5 % to 13.5%.
- Increasing control of echo and endo-parasite from 1,000,000 to 2,500,000 million animals in the region.

Goal 3: Improving rangeland management and forage development.

Major Targets:

Improving Rangeland utilization and management

- Establishing from 5,000 to 25,000ha of area enclosures in the region.
- Sowing/over sowing from 7,000 to 29,000ha of degraded rangelands with improved forages.
- Controlling of invasive alien species from 3,000 ha to 30,000ha.
- Creating 500 plat form for proper grazing management.
- Translation and dissemination of 1500 rangeland use guidelines.
- Building the capacity of pastoralists and agro-pastoralists on rangeland management techniques from 984 to 40,384.
- Capacity building of community-based rangeland management 250 from 2,450 beneficiaries.
- Harvesting natural pasture biomass from 5 million to 12 million hectares to produce 70,000,000 million tons of hay.

Increasing land for improved forage production and natural pasture

- Increasing fodder bank sites from 7 to 27 from 480 to 2,880 hectares in 21 woredas.
- Increasing forage feed production from 6, 6,000 tons to 19,200 tons.
- Establishment of fodder hay stores from 8 to 28.
- Scaling up of the nationally released 14 improved legume and grass forage varieties from 1 to 11 zones.
- increasing livestock feed and ration processing plants from 1 to 12 in the region in collaboration with stakeholders and investors.
- Popularization of multi-nutrient mineral blocks from 150 to 2,300 beneficiaries.
- Increasing forage seed supply from 3,000 to 5300 quintals.

Dissemination of improved forage technology

- Increasing forage production machineries from 40 to 150(hay bailers, harvesters, tractors and chopper machines).
- Increasing forage production implements from 300 to 2,400 (hoes, shovels, pitchforks, spades etc.).

Goal 3: Enhance livestock genetic improvement and input delivery.

Major Targets:

Increasing the availability of livestock genetic improvement inputs and skills

- Increasing the establishment artificial insemination centers from 7 to 35.
- Provision and delivery of AI service from 50 to 100,000 heads.
- Establishment of small ruminant breeding centers from 0 to 10.

Goal 4: Dissemination and transfer of livestock production technologies.

Major Targets:

Dissemination of introduced livestock production technologies

- Popularization and dissemination of various reproductive and breeding technologies to increase the production and productivity of less productive indigenous livestock breeds from 0 to 30,000.
- Popularization and dissemination of dairy technologies to maximize milk yield of dairy animals from 1,500 to 50,000 beneficiaries.
- Adoption, popularization and dissemination of beef and meat technologies to maximize carcass yield of meat animals from 3,000 to 70,000 beneficiaries.
- Adoption, popularization and dissemination of poultry technologies for sustainable egg and meat production from 1,700 to 38,000.

- Adoption, popularization and dissemination of fishery and aquaculture technologies for sustainable fish production from 1,800 to 25,000 beneficiary.
- Adoption, popularization and dissemination of honeybee technologies for sustainable honey production from 6,500 to 85,000 beneficiaries.
- Adoption, popularization and dissemination of modern skin and hide technologies from 500 to 16,000 beneficiaries.

Goal 5: Livestock and livestock product supplied to market with ensured quality.

Major Targets:

Increasing Livestock trade volume

- Increasing number of camels supplied to market from 286,414 to 1,690,411.
- Increasing number of cattle supplied to market from 982,224 to 5,797,070.
- Increasing number of sheep supplied to market from 3,826,594 to 22,584,497.
- Increasing number of goats supplied to market from 3,829,551to 22,601,949.
- Increasing number of donkeys supplied to market from 0 to 172,141.
- Increasing number of horses supplied to market from 0 to 1,967.
- Increasing number of poultry supplied to market from 0 to 98,366.

Strategic Direction 2: Enhance Integration and Synergy of Cross-Sectorial Pastoral Development Initiatives

Goal 6. Strengthening the coordination, implementation and follow up on and collaboration on sectoral pastoral development interventions

Major Targets

Establishing Effective Structural Arrangement and Support

- Organize development teams based on particular situations (conflict, drought) of pastoralist area from 0 to 40.
- Increasing pastoral forums at community and regional levels from 7 to 27.
- Establishment of knowledge management center on pastoral literatures and research studies at regional level from 0 to 1.
- Co-developing and design development programs or projects with concerned institutions from 0 to 10.
- Demarcate forests, parks, wildlife species and shelter with concerned bodies from 0 to 10.
- Exploring funds finance necessary for implementation of development program and projects undertaken in pastoral area, and provide follow up on its implementation.
- Development and enforcement of integrated land-use policy and legal framework.
- Building capacity of pastoral communities on conflict resolution.

Goal 7. Enhancing Implementation and Knowledge Management System

Major Targets

- Promote pastoralist knowledge management and extension service provision.
- Conduct studies and research regarding pastoralist development.
- Carryout assessments to improve the life of pastoralist and the development undertake to improve their livelihood.
- Establishment and operationalization of pastoral training centers.
- Expansion of social services in pastoral areas, work with concern bodies.
- Dissemination of development package for pastoral areas.
- Assessment of pastoralist indigenous knowledge 0 to 1.
- Translation, duplication and dissemination of pastoral development policy and strategy manuals from 2500 to 30,000.
- Raising awareness creation on pastoralist development policy and strategy for pastoralists to 900,000.
- Undertake study to perform conservation and development of grazing land, using different mechanisms, finding out new strategies, implementation, supervision and follow up.
- Carry out conservation and development of wildlife, native grass to prevent extinction.

5.1.3. Disaster Risk Management

The main focus of the DRM strategic issue is to reduce disaster risk and damages caused by disasters by implementing the necessary response interventions before, during, and after the disaster period in a timely manner with the involvement of all concerned actors, including in urban areas. A comprehensive disaster risk management system that concentrates on multi-hazard and multi-sectoral approaches shall be established by moving away from a disaster management system, which mainly focuses on provision of emergency relief assistance in rural areas.

Strategic Direction 1: Reduce Disaster risk through prevention and mitigation and building a culture of risk reduction all levels

Goal 1: ensured community ownership of disaster risk reduction initiatives (community DRM).

Major Targets:

- Ensure community ownership of disaster risk reduction initiatives annually, bi-annually, quarterly and monthly.
- Prepare annually based guidance to the identification and planning of community-led/managed initiatives on prevention and mitigation.
- Initiate processes for community adaptation planning and risk reduction planning and to mobilize both community, government and external resources to fund the plans.

- Ensure smooth process and community ownership accountability mechanisms based DRR interventions in their area and to provide feedback on annually, bi-annually, quarterly and monthly.
- Integrate and strengthen yearly based the community-based elements in all projects of the DRM framework.
- Exploring annual based venue opportunities for the generation of funding within the communities.

Goal 2: Well built up and sustained community who are resilient to disaster will be established.

Major Target:

- Build up and sustain annual based resilient capacities of vulnerable communities of 93 woredas through diversified livelihood opportunities, natural resources management and environment protection.
- Conduct annual based 50 Damage Loss and Rehabilitation Needs Assessments will also guide the DRR programs based on lessons learnt from such assessments.
- Conduct annual based facilitation and follow-up the integration of DRR in any development plan through the federal, regional, woreda and respective offices mandated for DRM.

Strategic 2: Enhance a timely preparedness forecasted information on disaster risk and maintain effective mitigation and response

Goal 3: Enhanced contingency planning through enhanced preparedness of actors at all administrative levels which are enable timely, effective and appropriate responses to disasters.

Major Target:

- Design a yearly based of plan an effective, comprehensive, gender responsive and decentralized response plans for major hazards based on the WDRP of 93 woredas across the SRS. *
- Create an annually, bi-annually, quarterly, monthly and weekly based conditions for effective coordination and collective action in response to both occurring and impending emergencies across the SRS.
- Build and strengthen preparedness capacity at all levels of regional zonal and woreda
- Build upon existing early warning and contingency planning initiatives promoting a shared culture of preparedness among institutions and communities.
- Create a zonal, and woreda level DRM Technical Working Groups at the various administrative levels will play a key role in ensuring extensive participation and involvement.

Goal 4: Improved emergence preparedness and response.

Major Target:

- Bi-annual updating of regional EPRP (emergency preparedness and response plan).

- Preparation of emergence stocks (NFIs) for 1,5000,000 HHs for Normally IDPs due to flood, drought and conflict hazards.
- Preparation of emergency food reserve for response for 1,500,000 HHs.
- Conducting baseline update and establishing works of HEA and spreadsheet development for the newly added woredas and zones in the region.
- Conduct rapid assessments three times a year.
- External emergence resource coordination and mobilization.

5.2. Climate Resilient Green Economy and Climate Change Development Plan

The main focus area of the environment and climate change plan is ensuring sustainable development by developing, enriching, maintaining and protecting the natural environment of Ethiopia, including forests, wildlife and other biodiversity resources. Sustainable utilization as well as maintenance of healthy ecosystem interactions will be ensured.

Strategic Direction 1. Conservation and protection of the natural of environment

Goal 1: Achieve sustainable ecological balance.

Major Targets:

- Reduce ecological disturbances due to impacts of mining, irrigation projects, protected forests, resettlements, road construction projects on local environment during the 10-year plan period.
- Implement desertification combating projects in arid and semi-arid in the region.
- Regulate the disturbances of freshwater ecology of surface and groundwater.
- Adapt EIA project documents preparation, approval and follow up its implementation.

Goals 2: Reduce environmental pollution effects.

Major Targets:

- Regulate the effects of mining and energy (natural gas) industries on local environment to bring their effects to the acceptable standard in the plan period.
- Regulate the impacts of wastes disposal from cities administration on urban communities and its local environment during the plan period.

Goal 3: Adopt/contextualize and implement environmental laws, standards and guidelines of the federal FCCC

Major Targets:

- Adopt/adapt guidelines and standards established by federal EPA as appropriate to the socio-economic and cultural situations of the region with the implementation period.

Goal 4: Strengthening environmental safeguarding system.

Major Targets:

- Ensure EIA project documents preparation, approval and follow up its implementation
- Providing competence certificate experts/firms who have requested to be engaged in environmental consultancy issues.
- Ensure and support preparation of environmental management programs to manage the impacts of mining, projects and refugee camps and monitor its implementation
- Ensure the adequate management of the effect of waste disposal and pollution from urban expansion.

Strategic Direction 2: Sustainable Forest Management and Utilization

Goal 5. Increase forest coverage, utilization and sustainable development of the region.

Major Targets:

- Conduct regional forest mapping.
- Establishing 99 large scale (permanent) nursery sites.
- 50,000,000 seedlings will be planted.
- 4,000 ha of land will be prepared (and covered with) for commercial forestry.
- 40,000 ha of existing forests will be protected, rehabilitated and conserved.
- 20,000 ha of land covered with urban greening and urban forestry conservation of six city administrations.
- Integrated agroforestry system practices will be conducted on 2000 ha of land.
- 2,000 ha of land that are covered with dry-land forests will be rehabilitated and managed.
- Establishing a regional forest resource monitoring center (data base).

Goal 6: Implementing the REDD+ program.

Major Targets:

- Conducting regional forest coverage through inventory
- Reducing emissions from deforestation
    - Creating CBOs that protects the forests.
    - High level and continuous community awareness creation and sensitization through mainstream media, traditional organizations, elders, and worship places, SMS, etc.
- Reducing emissions from forest degradation
    - Identification and mapping of severely degraded areas that need immediate measures.
    - Support and monitor rehabilitation, restoration/reforestation of degraded areas.
- Conserving forest carbon stocks
- Enhancing forest carbon stocks.

Goal 7: conservation and sustainable utilization of biological diversity.

Major Targets:

- Preparation of regional ecosystem map that identifies and delineates the inland ecosystem, forest ecosystems, agricultural ecosystems, protected areas ecosystems, among others.
- The rich biodiversity of the region is effectively conserved through a mix of in situ and ex situ programs (5000 ha).
- The costs and benefits on biodiversity conservation are equitably shared through a range of public, private, community (CBOs) and NGO partnerships for management, sustainable use and marketing purposes.
- Strengthen biodiversity conservation and restore ecosystems threatened by climate change.
- Promote payment for ecosystem services in 10,000 ha of land.

Strategic Direction 3: Developing climate resilient system and community

Goal 8: Improve capacity, knowledge, awareness and climate information for climate change responses.

Major Targets:

- Enhance the implementation of article 6 of the UNFCCC on education, training, awareness, participation and access to information for all around climate change response.
- Sensitize the private sector on threats and opportunities of climate change (technical support, financing and technology transfer), and develop public-private partnership for communication.
- Ensure the integration of climate change into curricula for all levels of education
- Establish a regional climate information center.
- Strengthen the capacity for collection, analysis, modeling and interpretation of climate data and information dissemination for various end-users.
- Linking traditional forecasting system with meteorological data.
- Linking the Ethiopian Meteorological Agency with the regional climate information center.
- Building the regional capacity on meteorology and climate science.
- Disseminating climate information to end users via the media, community elders, worship places, SMS, pamphlets, brochures, magazines and journals.
- Develop a “knowledge management center” for facilitating access to up-to-date information for climate change adaptation.

Goal 9: Promote climate resilience through improving food and water security.

Major Targets:

- Map sectoral contributions to the security of key systems
- Engage relevant sectors and stakeholders in identifying adaptation measures

- Enhance institutional coordination mechanisms for coherent policy responses to climate change to achieve food, feed and water security.
- Increase capacity to identify climate-induced opportunities in agricultural production systems and ecosystems.

5.3. Trade and Manufacturing

Trade: The trade sector should be the vehicle for the economic growth envisaged in this plan. The priorities for the trade sector are to set up a fair and competitive business environment with access to all the support needed. The trade sector should be transformed so that it can deliver the expectations of the consumers, attract investors and generate the revenue while contributing to job creation. The sector will have legal framework gaps filled; mechanisms to enforce the laws; promote the competitiveness and to safeguard the interest of all players. The plan envisages a strong emphasis on promoting the formal trade, addressing bottlenecks and constraints.

The major objectives of the trade development plan are to establish a modern, equitable and competitive domestic marketing system; to increase the variety, quantity and quality of export products mainly by focusing on value addition; to expand trade destinations by strengthening regional and international trade relations; and to increase the amount of foreign exchange earnings.

Goal 1: Improve trade registration and licensing service.

Major Targets:

- Increase number of issued new trade registrations from 18,577 to 124,000.
- Increase number of newly issued trade licenses from 34,230 to 180,000.

Goal 2: Reduce informal trade system and contraband.

Major Targets:

- Reduced informal trade system and contraband from 80% to 30%.

Goal 3: Increase Coverage of trade inspection and supervision in the region

Major Targets:

- Increased trade inspection and regulatory service in the region.

Goal 4: Enhance fair and competitive trading practices in the region and protect the right of consumers.

Major Targets:

- Enhanced fair and competitive trade practice and protected consumers from 70% to 95%.

Manufacturing Industry: Promoting the manufacturing industry will be one of the priority areas

of the government during the plan period. Extension of the sub sector will be worked through support and incentives while addressing red tape and bottlenecks. The government will ensure that infrastructure for the manufacturing industry areas, facilitation of the input supply including ensuring fair share to access the hard currency and regular support and backstopping on the supply chain.

The objectives of manufacturing industry development are to create employment opportunities by improving the production and productivity of existing manufacturing plants and by attracting new high quality investments; to expand manufacturing industries that can produce strategic commodities that can substitute imports; producing high quality export goods in volume and variety; to increase the share of manufacturing in the gross domestic product by creating a conducive environment for improved participation of private investors in the subsector; and to ensure that the development of manufacturing industry is consistent with the sustainable and green economy development strategy of Ethiopia.

Goal 1: To establish and operate industrial zones and shades.

Major Targets:

- Establish 4 industrial zones in the Somali Region.
- Establish 600 shades for small industry.

Goal 2: To increase public, local and FDI investment of manufacturing industry.

Major Targets:

- Establish new 30 large factories.
- Establish new 100 medium factories.
- Establish new 20,000 small factories.
- Creation job opportunities for 102,000 individuals.

Implementation Strategy - Manufacturing Industry:

Expansion of the Manufacturing Industry: Leveraging with the ongoing positive change in the country, the relative security within the region as well as the ever-expanding infrastructure, the government will enhance the manufacturing sector to tap the potential investors. The government will create favorable conditions for investors facilitating all aspects of their initial stage, the government will promote developmental thinking so that all sectors and levels of the government stand by the investors in the manufacturing sector. The red tape will be addressed and root causes of rent seeking uprooted. The government will facilitate the land and infrastructure issues. The financing obstacles will be addressed by facilitating and securing loans for financing machinery and working capital of the manufacturing industry. Feasibility studies will be conducted for 100 potential industry areas along with 100 industry development research studies and surveys. Local

and foreign investors will be encouraged. Support teams will be dedicated to work closely with the investors facilitating access to government officials organizing forums will be created to allow stakeholders to meet and exchange information.

Implementation Capacity Building Program: To build the implementation capacity of the sector, the government will review the existing policies and legal frameworks, and seek, deploy and train sector specific experts (agro-processing industry, meat, milk and honey industry, food and beverages, metal and engineering, chemicals and construction inputs, textile and garments). Stakeholders including the employees of the sector institutions will be capacitated through trainings, coaching and support.

Seek the support of the industrial development institutes run by the Federal Government. The research, development and extension capacity of the specialized industrial development institutes will be sought such that they support the nascent industry of the region in terms of identifying appropriate technologies, organizing information on the technologies, adopting and transferring these technologies.

5.4. Mine, Petroleum and Energy Sector

Mining and Petroleum Development: The objectives of the mining and petroleum development plan are to identify the mineral and petroleum resources of the region and, by developing and ensuring equitable utilization, to contribute to the structural transformation of the economy, as well as raising the national wealth. In addition, the plan aims at bolstering the economic and social significance of the subsector in the national economy by highlighting its contribution to foreign exchange earnings and domestic resource mobilization, by expanding private sector participation, by supplying the necessary inputs, by enhancing value addition, and by creating employment opportunities within the region.

Strategic direction 1: Increasing the Production and Productivity of Mining

Goal 1: To increase the mining sectors investment.

Major Targets:

- Increase number of mining investments from 3 to 45.
- Increased number of enterprises granted licenses implementing of mining system from 90 to 1000.

Strategic direction 2: Promoting and Enhancing Sector Investment Share

Goal 2: To promote the regions revenue generated from petroleum sector and mining and increasing the contribution of the sector in supporting the country to get hard and local currency.

Major Targets:

- Increased revenue budget from petroleum.
- Write/revise policy, legal frameworks, regulatory and working manuals.
- Build capacity in core drilling and geoscience laboratories.
- Expand geosciences mapping coverage to 25,000 km^2.
- Train and equip 10,000 existing and new artisan miners on mining skills.
- Organize mining operators into 100 mining cooperatives and 50 mining cooperatives.
- Increase the public awareness of mining potential in the region on all media outlets at least once a month.

Strategic direction 3: Expanding the Alternative Energy Sources of the Region

Goal 3: To promote alternative energy of the region.

Major Targets:

- Increase awareness of energy in the community in the whole region.

Goal 4: To develop alternative energy.

Major Targets:

- Increase awareness of the society towards alternative energy.
- Increase number of biogas instillations constructed in the region obtained by individuals using biogas from 157 to 3,150.
- Increase number of off-grid kebeles benefiting from solar home systems installed from 17 to 450.
- Increase the number of regional woredas benefited from energy road show from 2 to 60.
- Create incentives to produce 10 alternative sources of energy with viable business potential.

5.5. Construction and Urban Development and Housing

The major focuses are to get livable urban centers with genuine good governance which can serve as a ground for the creation of socio-economic development hubs. It is required to a set clear vision for the urbanization that is just cropping up, strong and effective urban governance institutions that can manage the urbanization, applicable urban spatial plans and meaningful urban infrastructure investments. The urban growth fueled by the rural urban migration will need carefully planned settlements. Urban land administration ensures transparency, accountability and fairness in allocation for different development programs. Handling the expanding urban centers where the displacement resultants ensure sufficient compensation and livelihoods for the rural communities.

The principal objectives of the urban development plan are to develop cities/towns in a way that facilitates the development of both urban and rural areas in a coordinated manner; to create a system by which cities/towns are managed in a participatory and decentralized way; to create job opportunities; to make residential areas conducive for living by designing an efficient system of land and housing provision; to develop integrated and standard infrastructure

and services; to improve greening and sanitation services so that cities/towns are livable and resilient to economic, social, environmental and ecological shocks. The urban development plan also aims to set standards for housing in rural centers; to enhance the development of micro and small enterprises in order to mitigate unemployment; to reduce poverty and food insecurity in urban areas; to strengthen good governance in urban areas; to improve the financial capacity of urban areas, as well as their capacity to effectively manage and utilize their resources in order to ensure an efficient urban development financing system. The following main strategic directions, goals and targets are set for the urban development plan for the coming ten years (2013 – 2022 EFY).

Strategic Direction 1: Ensuring that all Urban Centers in the Region Have and Are Guided by Integrated Urban Spatial Development Planning

Major Targets:

- All urban centers in the region have physical development plans.
- All urban centers have capacity built for plan preparation and implementation.
- 100 urban land grading systems established to make urban land management systems effective.

Goal 2: Building a land administration system that speeds up development, maintains stable prices, ensures equity, in a sustainable and fast manner.

Major Targets:

- Cadaster information system to be implemented for all city administrations.
- Urban land lease holding systems will be implemented in 50 towns of the region.
- 75% of land delivered in urban centers will have infrastructure and serviced land.
- 40% of land delivery in urban centers will be allotted for cost recovery.
- 60% will be allocated for especial development while ensuring equity issues.

Strategic Direction 2: To increase Integrated Urban Infrastructure and Service

Goal 3: To achieve urban infrastructure and service for all cities, standardized and integrated infrastructure development, and to operate and maintain infrastructure and services in cities

Major Targets:

- Enhance the urban energy coverage from present 27% to 90%.
- Enhance the modern standard abattoirs service coverage to 60%.
- Urban firefighting and disaster risk management service coverage will reach 30%.
- Enhance the bus terminal service coverage to 45%.
- Enhance the coverage of accessible and standardized market center service to 70%.

Strategic Direction 3: Developing and supplying affordable housing

Goal 4: Increase the supply of affordable and standard housing units using non-governmental financing mechanisms and engage private investors in real estate. A housing agency will be established and operationalized to run the housing sub sector.

Major Targets:

- Enhance the housing coverage to 70%.
- Make sustainable and independent financing arrangement.

Strategic Direction 4: Enhancing Effective Urban Good Governance and Finance

Goal 4: Institutional reform including development and implementation of service delivery standards for all municipal services and ensure their implementation on cities. Services standards to address quality, quantity, timeliness, value for money and cost recovery/subsidy aspects of services delivery.

Major Targets:

- Enhance the citizen satisfaction on urban development and urban good governance from present 30% to 85%.

Strategic Direction 5: Construction Industry Development

Goal 5: Creating conducive environment for the construction industry and to build their positive image.

Major Targets:

- Increase satisfaction with industry actors from 25.4% to 75%.
- The operational quality problems encountered in the construction industry will be reduced by 80% from the current situation.

5.6. Job Creation

Strategic Direction 1: Building the capacity of the leading institutions for the job creation

Goal 1: Identify and address the existing gaps in the institutional systems, legal framework, inputs, skill, the coordination of the implementers, stake holders, job seekers and community to build and upgrade implementation capacity of the sector effectively.

Major Targets:

- Capacity of 7500 officers built.
- Capacity of 2500 operators built.
- Ten Business Incubation centers established.

Strategic Direction 2: Creating jobs for 966,766 for the unemployed youth and women

Goal 2: Reduce the unemployment rate by 0.84 per year. At the end of ten years 9.24% of unemployment will be reduced and the share of job creation in micro and small sector will increase from 39% to 62%. The share of job creation by sector will be as follows: Agriculture (22%), Manufacturing (20%), construction (19%), service (22%) and trade sector (17%).

Major Targets:

- Create job opportunities for 212,688 individusals in urban agriculture.
- Create job opportunities for 193,353 individusals in the manufacturing sector.
- Create job opportunities for 183,685 individusals in the construction sector.
- Create job opportunities for 212,688 individusals in the service sector.
- Create job opportunities for 164,350 in the trade sector through establishing 193,000 enterprises.

Strategic Direction 3: Reducing the Food Insecurity of the Residents of 30 Towns

Goal 3: Enhancing urban food security through urban productive safety net programs.

Major Targets:

- 905,157 town dwellers become food secure.
- 80,000 persons living in streets a begging get basic social service and safety net support.

5.7. Tourism and Culture Development Plan

The principal objectives of the tourism and culture development plan are to develop the tourism resources of the country through the involvement of the community and all stakeholders; to develop competent manpower and improve service quality; to strengthen global competitiveness by implementing aggressive marketing and promotion strategies; and to increase the socio-economic benefits from tourismdevelopment. In addition, increase language development, and increase culture heritage conservation and development.

The following main strategic directions, goals and targets are set for the urban development plan for the coming ten years (2013 – 2022 EFY)

Strategic Direction 1: Increase National Parks

Goal 1: Protected and organized national parks.

- Organize and strengthened culture and tourism councils 10 times.
- Establish wild animal protected areas in 3 areas.
- Register new wild animals protected area and cultural heritages by UNESCO (22 sites).

Strategic Direction 2: Improved Language Development and Information Utilization

Goal 2: Improved language development and information utilization.

- Built national, cultural and tourism statistical information system (2).
- Include Somali prehistoric writings and archives in the prehistorically archival heritage of the world (16).
- Establish a regional language development and translation institute (1).
- Establish language research institute and council (3).
- Structure languages made to be developed and provide service as a written language (37).

Strategic Direction 3: Develop Cultural Tourisms and Linkages

Goal 3: Develop tourism industries through cultural exchange and linkages and establish a market network for cultural industries development.

- Strengthen and establish culture and innovation industry sectors in regions and towns (18).
- Establish theater and cinema institutes in region, zonal towns and city administrations (45).
- Establish an institute to encourage innovative professionals and institutes (45).

Strategic Direction 4: Increase the Developmental Contribution of Culture by Promoting the Intangible Cultural Heritages

Goal 4: Numbers of intangible cultural heritages that contributed to development.

- Register and documented Somali culture resources (4).
- Register immovable cultural heritages of Somali Region by UNESCO (9).

Strategic Direction 5: Increase Cultural Heritages Conservation and Development

Goal 5: Protect and develop cultural heritages.

- Structure and strengthen museums in the region and zones (12).
- Cultural heritages and cultural topology registered in international heritage record (9).
- Movable and immovable cultural heritage registration coverage (50%).
- Grade and legalize heritages (900).
- Recognize ancient monitories and mosques (36).

Strategic Direction 6: Increase Revenue from Tourism Sector

Goal 6: Improved tourism market linkages.

- Increase number of tourist (100,000).
- Increase tourism sector revenue (USD).

Goal 7: Developed local tourism.

- Increase number of local tourists 890,000.

Strategic Direction 7: Capacity Building of Tourism Institutions

Goal 7: Increased number and kinds of tourism institutions.

- Increase the number of hotels pensions (4,460).
- Grade tourism service provision institute (1).
- Provide institutes with grade in addition to hotels (1).
- Increase the number of hotels with international brands (750).

CHAPTER SIX: INFRASTRUCTURE DEVELOPMENT PLAN

6.1. Transport and Roads Development

The main focus areas of the transport and road sub-sector development plan are the expansion of transportation infrastructure and services including roads; provision of efficient logistics services; increasing the participation of the private investors in the sector; and strengthening the institutional implementation capacity in the sector, including mainly human resources, organization, policies and legal frameworks.

The principal objectives of the transportation sector are to ensure the security, equity, accessibility and quality of transportation infrastructure and services; to provide rapid and reliable logistic services; to make transportation infrastructure and services resilient to climate change; and to improve the performance of the subsector by developing implementation capacity.

The following main strategic directions, goals and targets have been laid out to successfully achieve the principal objectives of the transport and road sub-sector development plan for the coming ten years (2013 – 2022 EFY0):

Strategic Direction 1: Ensuring the Quality, Equitability and Accessibility of Road Infrastructure Development

Main Targets:

- Increasing the total road coverage of the region from 5,631 km to 18,619 km.
- Increasing federal constructed roads from 2,669 km to 5,990 km.
- Increasing regional constructed roads from 2,962 km to 6,050 km.
- Increasing the construction Universal Rural Road Access program (URRAP) to 6,680 km.
- Increasing regular and emergency roads maintenance coverage in the region from 11,175km to 3,872km.

Strategic Direction 2: Ensuring Integrated, Equitable and accessible Transportation Services

Main Targets:

- Increase rural roads regular transport service coverage from 32% to 72% by 2022.
- Increase the share of urban mass transport service from 11% to now 60% by 2022.

Strategic Direction 3: Improve the road safety of the transport services

Main Targets:

- Reducing the death toll from road traffic accident of 10,000 vehicles from 43 now to 10 by 2022.

Strategic Direction 4: Enhancing Effectiveness by Building the Performance Capacity of the Sector

Main Targets:

- Increase annual performance capacity of road projects from 30% now to 65% by 2022.
- Ensure that 100% vehicles that use road and have 3rd party insurance coverage.

6.2. Water Resource development

Water resources development includes the provision of potable water and sanitation services as well as irrigation and river basin development. The main focus areas of the subsector are improving access to potable water supply and sanitation services; expanding climate resilient potable water supply systems; ensuring the sustainability of existing potable water supply facilities; harnessing renewable energy as an alternative source of energy for organizations engaged in supplying potable water in rural areas; strengthening urban sewerage disposal systems by building the necessary infrastructure facilities; expanding integrated river basin development schemes; ensuring fair and equitable utilization of boundary and trans-boundary water resources to support the provision of clean water, sanitation and hygiene services to vulnerable communities to natural and manmade disasters; and providing consistent and sustainable support to regional states and pastoral areas that need special assistance.

Additional focus areas of the water resources development plan include expanding medium and large-scale irrigation schemes; applying improved irrigation technologies; creating employment opportunities for young people with intermediate education and skill levels in modern irrigation; strengthening public-private partnerships and expanding financing options in order to reduce government expenditure on irrigation development; avoiding time and cost overruns in irrigation development projects and at the same time ensuring that they meet the required quality standards; strengthening institutional capacity and human resource development; establishing water users associations and make them bear maintenance costs for irrigation facilities; ensuring proper inclusion of the issues of gender and disabilities; and developing a system that can integrate irrigation development with other economic sectors.

The principal objectives of the water resources development plan are to ensure equitable provision and accessibility of potable water, sanitation and hygiene services that meet quality standards; and to enhance the development and utilization of the river basin and irrigation resources of the country.

The following main strategic directions, goals and objectives have been laid out to achieve the main objectives of the water resources development plan for the coming ten years (2013 – 2022 EFY).

Strategic Direction 1: Develop Safe and Adequate Water Supply for Domestic and Institutional Consumption

Goal 1. Provide safe and adequate water to two-thirds of the urban community from 25% to 65%.

Major Targets:

- Drill and construct 387 boreholes and shallow wells with motorized pumps.
- Expand and improve 24 boreholes with motorized pumps.
- Study, design and construction of 52 urban towns 1st, 2nd, 3rd, and 4th level urban towns have access to 100, 80, 50, and 40 liter per person per day from yards connection system respectively (boreholes, shallow wells and river intakes).
- 337 Urban water supply schemes maintenance and rehabilitation.

Goal 2: Provide safe and adequate water to two-thirds of the rural community from 24% to 62%.

Major Targets:

- Drill 468 deep and shallow wells for rural areas.
- Construction of 320 hand pump fitted wells.
- Construction of 168 new rural water supply projects of major rural villages (sourced from deep well and shallow wells).
- Construction of 31 multi-village water supply projects (model projects).
- 291 on spot construction of both deep and shallow wells.
- Undertake 9 river intake projects.
- Construction of 13 modern water harvesting (haffir dam, rock fill dam and earth dams).

Goal 3: Provide safe and adequate water to education and health Institutions.

- Increasing of education and health institution with access to improved water supply from 17% to 50%.
- Percentage of education and health institutions with access to improved water source.

Strategic Direction 2: Water Supply Schemes Sustainably Managed

Goal 4: Water schemes give continues water service delivery to the community with minimum possible cost and appropriate cost recovery mechanism in place

Major Targets:

- Minimize the non-functionality rate from 36% to 5% at the end of 2030.

- Minimize urban non-revenue waters from 33%% to 5% at the end of 2030.
- Increase of solar powered water schemes from 14.8% to 33% at the end of 2030.
- Increase grid powered water supply schemes from 28.6% to 50% at the end of 2030.
- Increase cost recovered urban water schemes from 12% to 50% at the end of 2030.
- Increase effective WASH from 47% to 100% at the end of 2030.
- Pilot test a Public Partnership Program (PPP) arrangement to allow private individuals manage the water schemes and ensure uninterrupted supply (except for major events like underground failure).

Strategic Direction 3: Improving Water Resource Management and Utilization

Goal 5: Meteorological data are collected and analyzed for the delivery of secured and safe water.

Major Target:

- Increase the number of gauging stations for each major drainage basin from 0% to 50% stations at end of 2030 Percentage of increase of gauging stations.
- increase the number and status of meteorological stations of the region from 0%to 50% stations.
- Percentage of increase of meteorological stations.

The following main strategic directions, goals and objectives been laid out to achieve the main objectives of the irrigation development plan for the coming ten years (2013 – 2022 EFY).

Strategic Direction 4. Increase Availability of Irrigation Water Resource

Goal 1: Increase efficient and accessible irrigation water resources and management.

Major Targets:

- Conduct water resource assessment and mapping for SSI, MSI and LSI schemes development in the region.
- Develop river diversion, river intake irrigation water resources.
- Improve and maintain existing SSI, MSI & LSI schemes.
- Promote rainwater harvesting and storage for irrigation schemes.
- Enhance underground water resource for irrigation schemes development.
- Ensure community participation in scheme planning and implementation through awareness creation and providing the necessary guidelines.
- Integrate watershed management approach into irrigation planning, design and implementation.
- Improve the capacity of professionals in irrigation scheme planning, design and implementation.
- Develop guidelines and standard procedures for scheme planning, design and implementation, including procedures for environmental issues and ground water exploration.

- Encourage private sectors involvement in irrigation development and supply of technologies
- Improve on farm water management to increase application efficiency and reduce wastes and maximize water production function.
- Improve the irrigation distribution efficiency to reduce canal losses and inequities in distribution to farmers fields.
- Establish WUAs for O&M and management of irrigation water resource schemes in a sustainable manner.
- Cost recovery through implementation of the user-pay and water pricing system.
- Encourage private sectors engagement in irrigation scheme operation and maintenance.
- Develop and establish standardized scheme performance assessment guideline.

Goal 2: preparing potential irrigable land for irrigated agriculture and land distribution.

- Identify appropriate potential irrigable land along river basin with reference to previous study, design and resource mapping.
- Conduct land preparation, clearing and surveying structural layouts in the fields.
- Develop and construct SSI, MSI and LSI schemes farming plot structures.
- Creating job opportunities for semi-skilled, graduates and youth at all levels project activities at all times.
- Mapping, study and design of potential irrigable land along dry and seasonal river basin.
- Expanding existing irrigation schemes' potential irrigable land and make ready for users.

Goal 3: promoting voluntarily based resettlement for pastoral and agro-pastoral community to enable access for irrigated agriculture.

Major Targets:

- Distributing farming plot to voluntarily settled members of pastoral & agropastoral community.
- Enhance knowledge and skills of farmers in operation and maintenance and livestock & crop management.
- Identify appropriate area for resettlement village and furnish proper housing master plan.
- Conduct awareness raising and social mobilization aimed at advantages of irrigation schemes for better livelihood and food security and resettlement for development in general.
- Coordinating stakeholders and partner line bureaus for providing basic services and infrastructure development.

Goal 4. Increase access to new irrigation technology.

Major Targets:

- Identify suitable irrigation technology based on local conditions and needs.
- Adopting and use modern irrigation technology.

- Enhance chain of supply improved irrigation technology.
- Promote research-extension-farmers linkages.
- Improve livelihoods of farmer through skills, knowledge and adopting new innovations on irrigation development.
- Demonstrate improved and affordable irrigation technologies.

6.3. Science, Innovation and Technology Development

The main focus areas of the innovation and technology development plan are building and organizing infrastructure that supports the development of innovation and research activities; building human resource capacity; creating, supporting and enabling key institutions, and establishing operating procedures; building a national data center that would help increase economic and social benefits through the creation and consolidation of a digital economy; enhancing institutional use of public services through online systems by improving internet connectivity and use; introducing a standardized national system of addresses; developing computational technologies and national databases; and enhancing the use of electronic means for accessing public services.

The following main strategic directions, goals and targets have been set to achieve the objectives of the innovation and research development plan for the coming ten years (2013 – 2022 EFY):

Strategic Direction 1: Establishment of Basic Infrastructure for the Technology Sector

Goal 1: Build institutions and systems.

Key Targets:

- Create six incubations centers including assessment, construction, equipment, staffing and training.
- Construction of 5 technology transfer centers.
- Establish 1 regional council for innovation and technology communication.
- to establish 1 committee at central and 3 in selected sites for monitoring of technological needs and activity of the region.
- Establish 1 electronic government system (e-government), and 1 government e-service portal.
- Establish 5 other electronic digital system including early warning, e-commerce, e-learning/education, e-agritech and others as identified during the 10 years.
- re-instate the 99 woreda net video conference systems + 1 central.

Goal 2: Develop, organize, and maintain existing and new infrastructure.

Key Targets:

- List and create an index for all existing and used systems in the region manually as well digital form.

- Maintain to fix problems and maintain all government digital systems.
- Establish regional data center and create regional back-up system (cloud).

Strategic Direction 2: Increase Labor Productivity through the Development of Trained Human Resources

Goal 3: human resource, research and technology development.

Key Targets:

- 5000 persons will be training different training program including short-term, refreshment, long-term and TOTs (training will covers all types of ICT, innovation, technology and science). Detail of the training is described in the following tables.
- 100,000 community members and cooperatives will be oriented and trained on how to innovate technology and create their own initiative.
- 340 persons will participate experience sharing in the country and abroad as well.
- different manuals and other material will be adapted and translated to the Somali language.
- 50 students will have an apparent program in the technology fields with MoU signed.

Strategic Direction 3: Enhance Technology Flow of other Economic and Community Sectors While Promoting Digital Economy

Goal 4: Create new collaborations in the sector.

Key Targets:

- Public-private collaboration system will be established.
- Collaboration system and technical expertise will be requested with NGOs and donor communities.

Goal 5: develop existing partnership in the sector.

Key Targets:

- Digital collaboration will be established with JU, KU, TVETs and SoRPARI.
- Establish research grant to the teaching universities, research institutions, individual professionals (200 research will be granted).

Strategic Direction 4: Establish a Technology and Knowledge Building Service for all Sectors

Goal 6: Update business and marketing systems.

Key Targets:

- Conduct 1 assessment/survey on e-commerce platform establishment.
- Launching, at least 5 regional specific e-commerce and echo systems that will be connected to the national as well as the international system (MiNT will be requested to support).

Goal 7: Increasing region access to digital technology.

Key Targets:

- 100 Technology and 500 skill transfer will be achieved in the sectors of agriculture, livestock, natural resources, and environmental and emerging developmental sectors.
- 100 assessments and pre feasibilities of technology and skill transfers will be achieved.
- 100 local inventors will be awarded.
- hire and deploy 30 consultants/advisors on innovation and technology development system
- Five electronic digital system will be created including assessment, software development, training and launching the system.
- Digital system will be cascaded to all woredas, city councils and zonal levels.

Goal 8: Enhance the services provided by institutions through digital technology.

Key Targets:

- E-service portal will be created.
- All services will be changed into digital form (this will be a part of the e-government system).
- Establish a public service system using digital technology (all government directly providing service to the public).

Strategic Direction 5: Improve the Integrated and Organized Indigenous Knowledge and Technology Use System

Goal 9: Develop indigenous knowledge and technology by making them accessible and accessible.

Key Targets:

- Develop policy and guide indigenous technology knowledge.
- Improved community awareness in indigenous technology contexts from 0% to 50%.
- Native technologies identified, will be collected and adapted by research from 0% to 35%.

Goal 10: Focusing on indigenous technology knowledge in research and research.

Key Targets:

- Create relationships with indigenous technology knowledge from 0% to 25.
- Increase institutional indigenous technology knowledge research and incentive system from 0% to 25%.
- Technology and research articles prepared by local knowledge of technology from 0 to 25.

CHAPTER SEVEN: DEMOGRAPHY AND HUMAN RESOURCE DEVELOPMENT PLAN

7.1. Education Development Plan

7.1.1. General Education

Focused strategic pillars of the education sectors include:

(1) **Equity:** Provide equitable education to all children in the region (KG-12) by improving opportunities for all children, special attention to disadvantaged children.
(2) **Quality:** improve the quality of education from pre-primary to secondary education in order to motivate children to complete primary and secondary school and provide them with the knowledge, skills and values to become productive, competent and responsible citizens.
(3) **Access:** provide all children with access to pre-primary education for school preparedness and access to nearby institutions in which they can complete the full eight years of primary and two years of general secondary education.
(4) **Relevance:** it is important to ensure that education is essential to the world of work and social participation.
(5) **Good governance:** building a system of accountability, transparency and ownership within the education and training system by empowering leadership and management and promoting good governance that enhances efficiency and effectiveness in the education system.

The following main strategic directions, goals and objectives have been laid out to achieve the main objectives of the education sector development plan for the coming ten years (2013 – 2022 EFY).

Strategic Direction 1: Producing Competent Citizens Who are Worthy of Their Universal Personality, Equipped with Norms and Good Values.

Goal 1: Strengthening educational institutions to enhance local culture, norms and value that capable with other students who have different backgrounds.

Key Targets:

- Percentage of students who know and apply the school code of conduct well will be at 100%.
- Percentage of schools providing peace education will be 100%.
- Percentage of students participating and performing at one and more than one clubs in the school will be 100%.
- Percentage of students who are participating volunteer services in the community will be 100%.

- Percentage of students with special needs supported by students will be 100%.

Goal 2: Improving the role of exemplary teachers in their behavior.

Key Targets:

- Percentage of teachers implementing code of conduct in the schools will be 100%.
- Percentage of teachers improving student performance in the subjects they teach will be 100%.

Strategic Direction 2: Make Teaching a Preferred Profession

Goal 3: Creating qualified and competent teachers who dedicated to their profession.

Key Targets:

- 100% of teachers trained (12+3) for pre-primary schools.
- 100% of teachers trained in undergraduate program (degree) for primary and middle or intermediate schools.
- 100% of teachers who are trained in a second degree for secondary schools.
- 100% of alternative basic education facilitators (12+2) who are trained ABE schools.
- 100% of facilitators trained in teaching and assessment of informal and adult education.
- 100% of teachers trained undergraduate (degree) in special needs education for primary and intermediate schools.

Strategic Direction 3: Making Education and Training Accessible, Inclusive and Equitable.

Goal 4: Improving access to education.

Key Targets:

- Pre-primary education gross enrolment rate 100%.
- O' class gross enrolment rate 100%.
- Grade 1 apparent intake rate 100%.
- Grade 1 net intake rate 100%.
- Grade1-6 including ABE gross enrolment rate 100%.
- Accessibility of Grade 7-8th education gross enrolment rate 100%.
- Accessibility of Grade 7-8th education net enrolment rate 100%.
- Grade 9-12th gross enrolment rate 100%.
- Grade 9-12th net enrolment rate 100%.
- Camel libraries will be established and implemented.

Goal 5: Ensuring fairness and inclusion of education.

Key Targets:

- Gender parity index in all grades will reached at 1.
- Share of female teachers in all grades will reach 50 %.

- Share of female directors in primary education at 100%.

Goal 6: Ensure quality and efficiency of education.

Key Targets:

- Student teacher ratio: pre-primary, primary, middle or intermediate secondary at 100%.
- Student textbook ratio: pre-primary, primary, middle or intermediate secondary at 100%.
- Student desk ratio: pre-primary, primary, middle or intermediate secondary at 100%.
- Student class ratio: pre-primary, primary, middle or intermediate secondary at 100%.
- Decrease student dropout rate: pre-primary and grade one at 100%.

7.1.2. Technical and Vocational Training (TVET) and Science

Strategic Direction 1: Provide Access to Equity and Access to Technical and Vocational Education and Training

Goal 1: Expand trainee access to TVET.

Key Targets:

- Increase annual enrollment program from.
- Increase the number of trainees enrolled the long-term program from 33,542 to 39,598.
- Market-based education and training research study programs from 10 to 100.
- Increase accessibility of trainees through cooperative training from 65% up to 85%.

Goal 2: Provide opportunities for trainees to enter their chosen vocational careers

Key Targets:

- Increase modalities for education and training positive attitude towards the development of technical and vocational education from 20% to 100%.
- Occupational standards introduced by industry and community at the district level.

Strategic Direction 2: Ensure quality and relevant education and training

Goal 3: Ensure competency for completed balanced bond education and training.

Key Targets:

- Ensure trainees occupational attitude from 40% up to 100%.
- Increase the qualification of certified trainees who have taken an occupational certification and assessment from 45% to 100%.
- Increase the number low- and medium-skilled industrial occupational trainees with their knowledge and competence built on technical and vocational education and training from 550 to 20,000.
- Increase the number of farmers/pastoralists with qualifications built on TVET 200 to 59,460

- Increase the number of qualified training instructors who are certified and qualified from 650 to 15,000.
- Increase the number of qualified market-based short-term trainees for qualifications 35% to 98%.
- Increase industrial extension services to support their assessment verified reflux enterprise engines from 30% to 90%.
- Create an occupational standard curriculum that maintains a practical and theoretical range between 45 to 300.

Goal 4. To ensure that the TVET is tailored to the needs of the economy

Key Targets

- Increase concentrated market demand from 20% to 100%.
- Increase employee satisfaction level of newly recruited graduates 20% to 100%.

7.2. Health Sector Development Plan

Major focus areas of the health system development are to improve the health of the community, accelerating the implementation of comprehensive health service coverage; protecting the community from emergencies; bringing into implementation health sector development transformation agendas; universal health coverage (UHC); and creating a user entered and reliable health system in the Somali Region. This is to build an effective health system based on prevention and control methods; to mitigate maternal and child mortalities; to prevent communicable and non- communicable diseases that may cause death or illness; and to protect citizens from fatal health incidents.

Implementation strategies and transformation agendas are the focus or priority areas of the sector, which will be considered as the top priorities of the leadership at all levels. These agendas have a cross cutting nature and enable the health sector to respond to the critical challenges of the health system and moving these agendas forward will catalyse the progress towards the intended results and key targets of the HSTP-II. During the HSTP-I, four interrelated transformation agendas have been identified as an area of focus. These were: transformation of quality and equity of health care; woreda transformation; a movement towards compassionate, respectful, and caring health professionals; and information revolution. Taking into consideration the lessons from the transformation agendas of HSTP-I to drive the health system, the four transformation agendas will be maintained. Two more transformation agendas, transformative leadership and health financing, have been included in HSTP-II.

The following main strategic directions, goals and targets have been set to achieve the objectives of the health sector plan for the coming ten years (2013 – 2022 EFY):

Strategic direction 1: Enhance Provision of Equitable and Quality Comprehensive Health Service

Goal 1: Reproductive, Maternal, Neonatal, Child, Adolescent and Youth Health-Nutrition.

Major Targets:

- Decrease MMR from 353 per 100,000 to 254 per 100,000.
- Decrease the under 5 mortality rate from 94 per 1000 births to 56 per 1000.
- Decrease infant mortality from 67 per 1000 births to 38 per 1000.
- Decrease neonatal mortality from 41 per 1000 births to per 1000.
- Decrease TFR from 7.1 to 3.5.
- Increase contraceptive prevalence rate (CPR) from 3% to 53%.
- Reduce mother to child transmission rate of HIV from 6% to 0.5%.
- Increase pentavalent 3 coverage from 26% to 100%.
- Decrease stunting prevalence in children aged less than 5 years from 31% to 14%.
- Decrease wasting prevalence in children aged less than 5 years from 21% to 5%.
- Increase proportion of pregnant women who received iron and folic acid supplements at least 90 plus from 61 to 98%.

Goal 2: Prevention and Control of Communicable Diseases and Neglected Tropical Diseases.

Major Targets:

- Reduce TB mortality from 22 per 100,000 to 5 per 100,000.
- Increase TB detection rate from 56% to 97%.
- Increase TB treatment success rate from 93% to 99%.
- Reduce AIDS related mortality per 100,000 populations from 0.1 to 0.01.
- Reduce HIV incidence from 0.05 to 0.04 (2020) and 0.03.
- Decrease prevalence of Viral Hepatitis B (HBV) from 9% to 5%.
- Reduce parasite incidence of malaria from 20 per 1000 people to 10 per 1000 people to zero.
- Reduce mortality from Major Non-Communicable Diseases (CVDs, diabetes, kidney diseases, CRDs and cancer) from 129 per 100,000 to 85 per 100,000.

Goal 3: Pastoral Health Extension and Primary Health Care.

Major Targets:

- Increase proportion of model households from 45% to 100% in 2030.
- Increase number of model kebeles from 0 to 580.
- Increase proportion of health centers providing emergency surgical care from 0% to 100%.
- Increase proportion of high performing Primary Health Care Units (PHCUs) from 0% to 48%.

Strategic Direction 2: Improve Public Health Emergency and Disaster Risk Management

Goal 4: PHEM:

Major Targets:

- Increase health emergencies index from 85% to 100%.
- Proportion of epidemics controlled within the acceptable of mortality from 87% to 100.

Strategic Direction 3: Improve Regulatory Systems

Goal 5: Regulation of food, medicines, equipment and other health products

Key Targets

- Increase the number of food types for consignment laboratory tests from 28 to 50.
- Increase the number for medicine types for consignment laboratory tests from 58 to 300.
- Decease the prevalence of unsafe and illegal food products in the market by 75%.
- Increase number of registered medicines from 4,353 to 15,000.
- Increase number of registered foods 1,811 to 14,000.
- Increase tobacco smoke free public place coverage from 42% to 100%.
- Increase number of registered and licensed traditional medicine practitioners from 0% to 20%.

Strategic Direction 4: Improve Human Resource Development and Management

CHAPTER EIGHT: GENDER AND SOCIAL INCLUSION

The gender and social inclusion plan mainly focuses on empowering various sections of the society and enabling them to benefit from economic development through skills development, capacity building and equitable participation. Particular attention will be given to strengthening the overall system of social welfare and social protection in favor of women, children, the youth, the elderly, persons with disabilities and other vulnerable citizens to safeguard their security and observing their rights; ensuring their equitable participation in leadership and decisionmaking and enabling them to play a bigger role in economic and social affairs.

The principal objectives of the social justice and social security development plan are to develop the overall capacity of women, children, the youth, the elderly, people with disabilities and all vulnerable citizens and groups, and facilitate their all-around participation in the economic, social, cultural affairs of the country and promote sports in an organized and coordinated institutional manner, and also to ensure that they get their fair share from the development endeavors.

The following main strategic directions, goals and targets have been set to achieve the objectives of the gender and social inclusion development plan for the coming ten years (2013 – 2022 EFY):

8.1. Women and Children Empowerment

Strategic Direction 1: Women Empowerment and Gender Equality

Goal 1: Ensuring women benefit from economic development.

Major Targets:

- 100,000 women will benefit from job creation opportunities.

Goal 2. Ensuring women benefit from economic development.

Major Targets:

- Increasing number of women benefit from job creation and job opportunities.
- (As the government policy and strategy are more focused on reducing the unemployment rate of women and youth by creating many job opportunities, there is a plan to create jobs for 2,000,000 women at different windows of work after 10 years).
- Increasing number of women benefited from manufacturing and investment from 2,000 to 200,000 in numbers.
- Increase women benefited from saving and credited at 100 at the end 2030
- Increasing number of women benefit from appropriate technology at 20,000 at the end of the year plan.

Goal 3: Ensure women's social benefit.

Major Targets:

- Increase educational benefits for women.
- Increase health benefits for women.
- Increase access to social services.
- Increase accessibility to effective social service for women.

Goal 4: Enhance women's leadership and decision-making role.

Major Targets:

- Increase women role in decision-making, employment opportunities.
- Increase women participation in democracy, good governance for raising awareness on voting and women in candidates.

Goal 5: Bring social attitudinal change.

Major Targets:

- Community mobilizing and awareness rising on eradicating FGM, GBV, early marriage.
- 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 leaders, practitioners, elders and parent groups.

Goal 6: Enhance implementation capacity of the institution

Major Targets:

- Strengthened institutional capacity.
- Increased joint collaborative system.
- Strengthened accountability system.
- Increased accountability.

Goal 7: Ensure the implementation of women policy, law, and package.

Major Targets

- Adopt policies and legal frameworks.
- Capacitate implementation of policies and legal frameworks.
- Implementation strategies.
- Create numbers of different policy dialogues at higher, medium and lower levels.
- Advocating and mobilization for the adoption of family law.

Strategic Direction 2: Child protection, care and development

Goal 8: Enhancing child growth and development.

Major Targets:

- Children receive good ethical conduct.
- Ensure mental and physical growth of children.

Goal 9: Improved child protection.

Major Targets:

- Increased children who receive care and support.
- Reduced child vulnerability.

Goal 10: Enhanced child participation.

Major Targets:

- Foster children who know their rights and obligations.
- Creating favorable condition for child parliaments at all zones and woredas and city administrations of the whole region.

Goal 11: Enhancing implementation capacity of the institution:

Major Targets:

- Enhanced stakeholder engagement.
- Establish and strengthen community care coalitions at all districts of the regions.
- Establish and strengthen child protection and GBV cluster coordination at regional and zonal levels.
- Establish, strengthen and supports CRC school clubs, children with disabilities.
- Conducts annual assessment in child protection (abuse, neglect, exploitation etc.).

8.2. Youth and Sport Plan

In the coming ten years, the sector will try to create an organizational system for the development of sports that would give our community members the ability to develop healthy, active and productive citizens, following an increased risk of developing non-communicable diseases. Various community activities and sports programs will be a key task to create active and healthy communities. Community ventures, and sports facilities will be another issue that enhances the infrastructure for sports that encourages investments. On the other hand, legal frameworks and strategies will be formulated to enable broader participation in the private sector, which can play a significant role in the gradual withdrawal of government subsidies. Public and private sectors will take the role of co-working the infrastructure of sports industries that will lead the development of sports as a key part of strategic prosperity.

Strategic Direction 1: Youth Empowerment and Participation

Goal 1: Promote youth economic benefits and employment opportunity.

Major Targets:

- Develop policies, strategies and protocols to develop youth development program coordination, empowerment and participation.
- Increase the number of youth beneficiary for job opportunities from 40,000 to 1,000,000.
- Increase the number of youths working in saving culture.
- Increase the number of youths having access to credit.

Goal 2: Developing the personality and attitude of the young people.

Major Targets:

- Increase number of youths given mindset and skill training, orientation package on having job opportunities and positive working culture.
- The construction of function youth development centers with content of verification map and improve service delivery at 93 woredas and 6 city councils.
- Establish youth voluntarism and social service at all levels.
- Reducing the risk of harmful traditional practices by young women from 30% to 5%.

Strategic Direction 2: Create a Competitive and Well-Organized Sport Industry

Goal 3: Enhancing the knowledge of sport professionals at all levels

Major Targets:

- Increasing the number of referees that have certificates.
- Upgrading coaches and referees to conform to national as well international standards.

Goal 4: Expand and improve sport facilities and integrated youth recreation centers Key Targets:

- Create sport promotion program for all type of sports.
- Create incentive system and training opportunity for talented youth who are interested in and talented in one or more types of sports.
- Establish sport clubs at all levels of the regions that can be a part of the national competitions, cups and other forums.
- Increasing the number of constructed stadiums from 1 to 10, while increasing the number of youth centers from 15 to 74 at the end of 2030 E.C.
- Establish a conducive and incentive system for private sector to invest and participate youth promotion and facilities.
- Establish sport club at school levels providing all necessary facilities and equipment.

8.3. Labor and Social Affairs Plan

Strategic Direction 1: Insure Decent Work and Industrial Safety in Private Sector

Goal1: to promote harmonious industrial relations.

Major Targets:

- Establish employers' association from 0 To 40.
- Establish trade unions increasing the number from 0 to 70.
- Create and expand social dialogue systems in 500 firms.
- Establish four labor advisory boards in the region.

Goal 2: Ensure Fair and efficient application of labor laws

Major Targets:

- Increase coverage of inspection on labor condition from 200 to 1000.
- Establish occupational safety and health committees in 500 organizations.
- Increase coverage of inspection on occupational safety and health (OSH) from 200 to 1000.

Goal 3. Enhance Conducive Employment service.

Major Targets"

- Increase registration and dissemination of employee data from 0 to 20,000 working in the private sector in the region.

- Reduce unemployment by supporting and issuing licenses to 120 employment agencies in the region.
- Increase the registration and support of people who seek to get employment in foreign country from 0 to 10,000.
- Give awareness creation on illegal human trafficking to 10,000 people in the region.
- Construct 1 employment service facilitation center.
- Construct 2 rehabilitation center for victims of human trafficking.

Goal 4. Benefit the vulnerable citizens by expanding social protection system.

Major Targets

- Establish one social protection fund to strengthen the social protection system.
- Increase number of trained and established community care coalitions (CCC) from the existing 48 woredas (1,050 members) to 93 woredas (3,000 members) coalition and the number of social workers from 825 to 5,000.
- Construct 5 rehabilitation centers for street people.
- Construct 3 business center for elders.

Goal 5: promote the inclusiveness of the people with disability in the development

Major Targets

- Increase Number of persons with disabilities gained skill training activities with job creation from 145 to 5000.
- Increase the number of obtaining awareness raising on the proclamation no. 563/2008 of the rights of people with disabilities from 200 to 50,000.
- Increase the construction of rehabilitation centers from 1 to 5.
- Increase the number of establishment and support for persons with disability associations (DPOs) from 14 to 93.
- Increase the number of citizens of PWDs distributed wheelchair and tricycle from 1,110 to 12,000.
- Increase the number of assessments on PWDs from 1 to 10.

CHAPTER NINE: GOVERNANCE, JUSTICS AND CAPACITY BUIDLING

The focus strategic directions of governance, justice and capacity building are ensuring access to justice and good governance; providing impartial and effective legal services; enforcing the rule of law; protecting and respecting the constitution; and enforcing the criminal law.

The major objectives of the justice and public services development plan are to set up a rehabilitative justice system and a matured democracy; to build an effective and independent

public service system; to build human resource capacity; and enhance the organization and effectiveness of public institutions.

9.1. Democracy and Good Governance Development Plan

The following strategic directions, goals and targets have been laid out to successfully implement the main objectives of the Democracy and Good Governance development plan for the coming ten years (2013 – 2022 EFY):

Strategic Direction 1: Continuous Improvement of Service Delivery in Public Sector Institution

Goal 1: Improving the capacities of public service to implement reform tools.

Major Targets:

- Full implementation of reform tools.
- Fully introducing Citizen's Charter and Charter mark to serve the public better than ever before in terms of access, responsiveness and cost efficiency with speedy change in priority sectors.
- Quick and urgent support for emerging cities in the region.
- Integrated measurement and evaluation based on BSC (for individuals, teams and whole organizations and policies).
- Monitoring and evaluation on reform tools.

Goal 2: Innovating new tool or system service delivery.

Major Targets:

- Introducing new delivery unit to front line institution.
- Delegating authority and support to local Woredas to use innovatively and "customize" service delivery tools.

Goal 3: Involving stakeholders and customers in process of service delivery.

Major Targets:

- Stakeholder forums focusing on partnership and engagement of all stake holders.
- Developing clear delivery communication strategy.
- Introducing e-governance to ensure direct access to service procedures information for stakeholders.

Strategic Direction 2: Human Resource Management Systems and Capacity Development.

Goal 4: Leadership and human resource capacity development.

Major Targets:

- Develop and implement of human resource development, plans, policies and regulations.
- Provide various need based short-term skills training programs for at least 100,000 civil servants.
- Upgrade 1,000 top management through training on tailor-made development programs.
- Improve knowledge, policy formulation skills, analysis, evaluation and development for top management.
- Upgrade the educational level of all kebele managers in the region.
- Upgrading professional and leadership skills by launching short-term training and long-term training programs.
- Strengthening capacity building institutions and special regional public service colleges.
- Undertake training needs assessment/impact assessments.

Goal 5: Modernization human resource management system and attitude development.

Major Targets:

- Simplify and modernize HRM systems.
- Introduce computerized integrated personnel and payroll management system.
- New HRM competences, qualifications and professionalism for local use.
- Introduce a new HRM communications mechanism to HR professionals locally and through them to staff.
- Integrated HRMIS.
- Develop a full and integrated HRM Strategy for the public service.
- Redefine and implement a new psychological contract of ethics public service.
- Performance management systems, with incentives, penalties and impact.

Strategic Direction 3: Democratic Governance Institution Capacity Building

Goal 6: Strengthened capacities of institutions and mechanisms for the promotion of inclusiveness and participation in the decision-making processes.

Major Targets:

- Develop legal framework to assure local community participation and decentralization.
- Establish community and civil society associations at local level.
- Organize and conduct community involvement and participation workshops, forums and dialogues.
- Facilitate easy interaction and communication of institutions at all levels of the region.
- Establishing the system for broad-based participation and empowerment of the grassroots population.

- Develop guidelines for community participation.
- Organize civil society organizations in all kebeles and build their capacity.
- Develop a mechanism in which local community can fully participate in all matters that they have stake.

Goal 7: Enhanced capacities of regional member and woreda councils to ensure accountability, transparency and responsiveness public sector institution to the needs of citizens.

Major Targets:

- Conduct capacity building training programs for regional, woreda and kebele council.
- Develop working manuals and directives for regional, woreda and kebele councils.
- Overseeing executive organs of the region and woreda at least 4 times each year.
- Ensure community awareness on federal and regional constitutions.
- Establishing systems for clear accountability, transparency and relationships of executives with other organs of government.
- Enhancing public contribution in the law-making process.

Goal 8: Strengthening capacity for quality local governance.

Major Targets:

- Establishing model-working systems for woreda level planning and plan execution.
- Developing general guidelines on minimum standard service for evolving woredas own rules and the use of benchmarks for monitoring and tracking development activities of basic sectors.
- revising woreda structures to render them more effective and efficient in-service delivery.
- Strengthening policy development capabilities and develop overall strategies consistent to strategies of regional and federal governments.
- Implement long term institutional capacity building of all tiers of administration.
- Develop and install IT Infrastructure at zonal, woreda and kebele levels, kebele specific databases and networking service for all kebeles to facilitate easy interaction and communication of institutions at all levels of the region.

Goal 9: Strengthen media and communication to enhance transparency and accountability public sector institution

- Ensuring wider access to information, through the enactment of freedom of information legislation.
- Building capacity of media and communication sector to improve quality and accrues information.

- Provide long and short-term training for 2,400 professional journalists and technicians.
- Ensure free and improved access to reliable information disseminated by both public and private media, and promoting and encouraging the development of private media.

9.2. Justice and Rule of Law Development Plan

The main focus areas of the justice and rule of law development plan are ensuring access to justice and good governance, providing impartial and effective legal services, enforcing the rule of law, protecting and respecting the constitution, and enforcing the criminal law.

The following strategic directions, goals and targets have been laid out to successfully implement the main objectives of the justice and rule of law development plan for the coming ten years (2013 – 2022 EFY):

Strategic Direction 1: Attaining Effective, Accountable, and Inclusive Judicial System

Goal 1: Enhancement of Judicial Independence and Adjudication Scheme.

Major Targets:

- Ensuring 100% judicial performance appraisal.
- Pursuing the judicial system policies and accountability of the judges.
- Reinforcing the SRS judiciary committee obligations and impressions.
- Verifying judicial independence from all sorts of interests and unnecessary interferences.
- Maintaining judge performances evaluation systems.
- Developing mechanisms and procedures to entertain cases against judges.
- Conducting public hearings for complaints.

Goal 2: Sustaining Judicial Reform initiatives

Major Targets:

- Restructuring judicial legislations and policies.
- Progressing judicial Initiatives throughout all 234 Courts (including Shari'a courts).
- Advancement of the speedy trial from 78% up to 95%.
- Abbreviating the rendering time of court case decision up to 30 days.
- Implementation of court management system.
- Assuring quality and implementation of the court decisions.

Strategic direction 2: Ascertaining the Rule of Law

Goal 3: Create appropriate and responsive justice system in the region.

Major Targets

- Enhance policy, legal and institutional reforms in the justice sector.

- Promote and uphold human right protection in the region.
- Promote public awareness on justice matters.
- Build public trust and confidence about justice in the region.

Goal 4: Promote accessibility of justice services in the region.

Major Targets:

- Expand justice organs service provision at levels.
- Establish extended benches/units in 254 Populated kebeles/localities.
- Promoting service provision of Public Defense Lawyers and private advocate.
- Providing adequate free legal counsel & legal aid for 2,000 plaintiffs.
- Instituting social and traditional courts in 1,396 kebeles/localities of the region.
- Proceeding mobile court practice for 11 zonal high courts.
- Enabling supportive and special need system for vulnerable groups of the society. (women, children, people with disability, aged etc.) to get access to justice.

Goal 5: Reduce Risk of Crime.

Major Targets:

- Develop effective crime prevention system.
- Strengthen the effective implementation of criminal law in the in the region.
- Develop mechanism to affectively deal with special need crimes.
- To Establish a uniform system to measure the conviction rate of prosecutors.
- To organize efficient crime prevention system in coordination with justice sectors at all levels, police and public at large.

Goal 6. Improve criminal investigation mechanism in the region.

Key Targets:

- Provides service and social justice give confidence to take over the powers and abilities of reception complaints and witnesses.
- public relations and issues inside the (cross cutting issues) exception taking screening system, and tactical, and solving complaints.
- Benefiting access and use technology capacity academic ability and practicing good behavior finished work environments and facilitate the process of gathering evidence and information we provide service to the fact-finding investigation and justice to obtain social justice and rankings taking law.
- Improve safety of roads in the region.
- Promote community policing at all levels in the region.

Goal 7: Provide standard correction rehabilitation services to the prisoners in the region.

Major Targets:

- Develop supportive system (protection, rehabilitation, training and post release) services for the prisons.
- Establish protection mechanism for prison facilities.
- Establish income security for prisoners.
- Set up post release outreach for integration prisoner with the society.

Strategic Direction 3: Build the capacity of the Justice Sector

Goal 9: Provide quality-oriented justice service.

Major Targets:

- Upgrade the knowledge, skills and attitude of the justice organs professionals.
- Appoint, recruit, train and deploy needed professional in the justice organs.
- Create conducive working environment in the justice sector institutions.
- Provide the task required resource for justice sector professionals.

Goal 10- Strengthen legal and justice research and training institutions.

Major Targets:

- Establish facilities suitable for regional justice training and legal research institutes.
- Develop needs-based curriculum for justice sector training and research institutes.
- Expand, modernize and equip regional police colleges.

9.3. Peace Building and Regional Stability Development Plan

The major area of focus of the peace building is ensuring regional stability development plan is designing and implementation of a grand strategy that will enhance sustainable regional peace and stability, social interaction, and economic integration with the view to ensure economic development and shared prosperity.

The following main targets have been set to successfully achieve the principalgoals of the plan for peace building and regional development cooperation for the coming ten years (2013 – 2022 EFY)

Strategic Direction 1: Ensuring Security and Stability

Goal 1: Prevent and resolve inter-clan and intra-clan conflicts and bring lasting solution to the clashes among neighboring communities of the neighboring regions.

Major Targets:

- Clan and ethnic conflicts prevented and minimized.

- Inter-regional (Somali, Oromia, Afar) collaboration of border conflict prevention and resolution strengthened.
- The role of elders in conflict prevention, resolution and post conflict reconstruction to build effective and lasting peace strengthened.
- Rule of law in clan and ethnic conflict areas enforced and law and order maintained.
- legislations on land uses, demarcations of borders of districts and expansion water points (birkas), settlement in pastoral areas issued.

Goal 2: Prevention and control of possession of illegal firearms; illicit financial follow, contraband trade, human trafficking and drug abuse.

Major Targets:

- Infiltration and possession of illegal firearms minimized.
- Legalization and registration of firearms enhanced.
- Movement of human trafficking minimized.
- Follow of illicit financial resource and contraband trade reduced.
- Circulation of illicit drugs reduced, and consumption and abuse of drugs reduced.

Goal 3: Post conflict reconstruction and peace building toward communities affected by clan and border conflicts.

Major Targets:

- People affected with natural or manmade disasters resettled, rehabilitated and reintegrated.
- Conflicts induced by development inequalities avoided.
- Inequalities in socio-economic developments identified and addressed.
- Former combatants disarmed, demobilized and reintegrated.

Goals 4: Strengthening democratic system and culture to avoid political party contestation of induced conflict and post-election crisis in the Somali Regional State.

Major Targets:

- Vibrant & wide political space that is conducive to exercise genuine multi-party system realized.
- Democratic institution strengthened.
- Legitimate public gatherings and demonstration sanctioned, and illegal political demonstration prevented.
- Security forces oriented about multi-party system, constitution, democratic election, rule of law, prevention and handling of riots.
- Grievances of unemployed youths addressed through comprehensive development packages implemented in collaboration with relevant line bureau and other stakeholders.
- Organized criminal elements bent on to disrupt law and order countered.

Goal 5: Prevent crime and expedite criminal investigation, prosecution and rehabilitation to sustain rule of law in the region.

Major Targets:

- Institutional and community-based crime prevention system strengthened.
- Crime in colleges and high school prevented through school-based student policing.
- The right of accused persons protected through instant and just investigation process.
- Police integrity, accountability and transparency improved through effective and efficient security forces.

Strategic Direction 2: To enhance community participation and sectorial coordination.

Goal 6: To facilitate policy led sector reforms and coordination

Major Targets:

- Security structures reformed and strong coordination achieved at all levels.
- Public participation and ownership of security and peace achieved.
- High level security council meetings conducted regularly.

Goal 7: Enhance public participation and good governance in the security sector.

Major Target:

- Human and democratic right of citizens protected.
- Service delivery improved and corrective measures taken against any breach to good governance systems.
- Gender equality attained in all security sector.
- Public complaints reporting mechanism in all security sectors established.
- Security service delivery improved.

Goal 8: Strengthening vital registration events system and improving quality of regional ID issuance service delivery.

Major Target:

- All vital events occurring in the region registered within the time bound and limited by the law.
- 95% of customers satisfied with the service provided.
- All citizens of the Somali region obtained local residence ID and passport where they may need it.

Goal 9: promotion of religious tolerance, interfaith dialogue and secularism.

Major Target:

- Communities with different religious background coexisting peacefully and harmoniously.

- Constitutional principle of secularism upheld, and government and religious institutions mutually collaborated on commonly shared issues that has societal significance.
- Religious institutions contributed to peace building and inculcated moral values on their followers.

Strategic Direction 3: - Building the Capacity of the Justice and Peace Building

Goal 10: Enhance Policy and legal framework of peace building and stability.

Major Targets:

- Enabling policy and legal environment that ensure peace and stability of the region.

PART V: DEVELOPMENT PLAN IMPLEMENTATION PROCESS AND MONITORING AND EVALUATION SYSTEM

CHAPTER ONE: Development Plan Risks and Strategies to Reduce Risks

1.1. Risk and Threats of the Development Plan

In order to ensure and inaugurate the successful achievement of the 10-year development plan, factors that can be obstacles and threats to the plan are assessed and predicted prior to implementation of the plan.

There are several potential threats/risks to be considered. First, availability of finance and securing the necessary funds is critical to the execution of the goals of the ten-year development plan, in particular construction megaprojects relating to economic infrastructure. However, unexpected closing of fund programs, low predictability of foreign funding and frequent changes of donor 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 disasters; corruption and nepotism; internal conflict; poor infrastructure including roads, water supply and electric power; limitation of implementation capacity; unemployment; and the COVID-19 pandemic, which studies reveal that it will have negative impact for the next three to four years.

1.2. Strategies for Reducing Risks in the Development Plan

For threats towards implementing the ten-year plan, mitigation and risk reduction strategies need to be put in place ahead of time to identify the needs of the region. From the perspective of the next ten-year development plan for success, the following are major strategies:

Financial Constraint: Mobilization of resources by galvanizing the people through community participation is an important complement to budgetary financing and expanding the local revenue sources to partially reduce the financial resource gaps and hence the funding uncertainty is essential. It is expected that the federal government will mobilize more budget from the international arena promote new and modern strategies and systems (innovative development financing). This will serve growth the economic power of the government and private sectors in the region, create more job opportunities, build social capital and wealth, and modern economic infrastructure.

Vulnerability to Drought: 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 and II implementation courses, best practices will be scaled up and replicated across the region to help mitigate vulnerability to drought, and manmade and natural disaster.

Internal Conflict: Enhance traditional conflict resolution mechanisms and seek permanent settlement to the border conflict with Afar and possible Oromia border conflicts in collaboration with concerned regional government and federal actors. In addition to this, strategies will be designed and adapted to end potential internal conflict in the Somali Region.

Corruption: Every effort will be made to fighting corruption and nepotism 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 the ten-year development plan.

COVID 19 Pandemic: Government will continue to assess the trends, status and impact of COVID-19. Based on this, policies and interventions toward the pandemic will be adapted. contingency plan of the impact of the pandemic will be developed and updated periodically.

CHAPTER TWO: MONITORING AND EVALUATION

2.1. Overview

The Somali Region Bureau of Finance and Economic Development will adapt and use the national Planning Performance Monitoring and Evaluation System. The main objective of the system is to ensure that the planned development plans are implemented in a comprehensive and scientific manner. A comprehensive and scientific follow-up of a 10-year development plan will not only help to identify recurring challenges and provide the necessary support to build transparency and accountability in the implementation process.

In this regard, according to national surveys, the monitoring and evaluation system which has been implemented over the past few years, has contributed to the development of the country, but has had many shortcomings. Weaknesses include poor monitoring of monitoring and evaluation coordination, limited monitoring and evaluation capacity at various levels, biased view of monitoring and evaluation, lack of monitoring and evaluation of the monitoring and evaluation system, and lack of progress and outcomes.

On January 1, 2010, a National Monitoring and Evaluation Guide[2] was issued to address the above-mentioned challenges and to build a strong national monitoring and evaluation system. Approved by the Council of Ministers and implemented. The following implementation strategies have been identified and are being implemented in the directive:

- Ownership, participation, transparency and accountability.
- Ensuring information quality and reliability.
- Maintain coordination, consistency, transparency and effective use of information.
- Build monitoring and evaluation capacity.
- Monitor the content of the monitoring and evaluation report and the timing of the presentation.

[2] "Council of Ministers Monitoring and Evaluation Guidelines for the Implementation of the National Growth and Transformation Plan", Council of Ministers January 1, 2010

- Implement planning standards and methodology.
- Ensuring accountability.

Leadership development planning and evaluation will also be carried out by implementing specific strategies in this guide.

2.2. Monitoring system

Efficient monitoring performance indicators are needed to measure the results and achievements of an effective monitoring and evaluation system. To this end, the Planning and Development Commission has developed key performance indicators in consultation with all executive bodies and for each executive body to prepare its own sector applicants. Therefore, the achievements and outcome of the 10-year leader development plan will be based on these indicators.

The Leadership Development Plan monitoring system primarily uses two sources of information. These are sample research and census data from the Central Statistical Agency and Bureau of Finance and Economic Development, as well as administrative data from executives. Regarding sample research and census data, the Central Statistics Agency is guided by the National Strategy for the Development of Statistics following the preparation of the National Development Plan. This will help the leader prepare and read the information needed to monitor and evaluate the development plan. At the same time, management data is generated by the executive, and efforts are being made by the Central Statistics Agency to develop and strengthen data/information verification calculations to ensure the quality and reliability of these data. In addition, a checklist has been developed by the Planning and Development Commission to ensure the consistency and relevance of the data, and regular performance reports will be prepared on this basis.

Monitoring and Evaluating Performance Supported by Annual Plans and Budgets: It is the responsibility of all government executive bodies to fully monitor, evaluate and support the development plan. A development plan based on a policy matrix, clearly identifying key achievement areas, objectives and key performance indicators, and a budget-based annual performance monitoring and evaluation plan should be enforced by every government executive. Although the monitoring and evaluation will be carried out at different levels by various parties, the overall implementation of the annual development plan will be submitted to the government by the Planning and Development Commission using macroeconomic and orbit data.

Performance Monitoring and Evaluation of Field Visit and Observation: Field visit monitoring and evaluation performance with selected programs and projects to ensure planning performance.

In addition to the regular planning reports, the aim is to address the differences in field observation. If there are gaps and performance gaps, it is time to take corrective action. This will be done on selected projects and programs that are highly valued by the heads and senior leadership, including the annual plan and implementation plan. This is because in addition to generating important

information during the field visit, it is important to expand the sources of information and triangulation rather than rely on a single source or report.

Annual Performance Monitoring and Evaluation Report with Stakeholders: Consultation forums will be held at the federal, state and city levels to discuss the annual leader development plan performance report with stakeholders. This is important in terms of fostering and strengthening transparency and accountability as well as creating a sense of ownership in the community. The draft performance report will be published in Amharic and English and will be distributed to stakeholders through various debts, including comments from the forums.

2.3. Evaluation system

Mid-Term Review: Another follow-up review is the mid-term review. The purpose and importance of the mid-term performance evaluation is to ensure the achievement of the basic directions, goals, and objectives set out in the development plan, to take corrective action, if necessary, to take corrective action based on reliable data, and to improve the rest of the plan. The mid-term performance evaluation also provides an overview of the main goals and objectives of the implementation of the goals and objectives. The mid-term review can also be done by an independent party. As a result, a 10-year development plan will be conducted in the middle of the year.

Final Evaluation: Final Evaluation is a final year evaluation plan that aims to ensure that development plans and objectives are achieved in accordance with the basic directions of the plan and implementation strategies, and that the plan is achieved. The evaluation will conduct adequate analysis and evaluation and make recommendations for future policy and administrative measures. This performance review will be conducted at the end of the performance period, which can be conducted independently.

Conducting Evaluative Research: Another area of monitoring and evaluation is the study of selected topics, focusing on the performance and success of development policies, programs and projects in selected macro-economic or economic spheres, as well as challenges. The purpose of the review study is to identify and prioritize the research topics that need to be prioritized on a regular basis. Achieve results and goals, as well as provide insights into policy decisions and planning by in-depth analysis of current challenges.

Monitoring and evaluation implementation methods system, organization Human resource capacity building

Monitoring, Evaluation, Organization and Strengthening Human Resource Capacity: There is a wide gap in the performance and monitoring of the performance of the various branches of government. For this purpose, monitoring and evaluation of the implementation of the development plan will be carried out with strong workmanship and organization as well as the necessary manpower to achieve the desired goal.

In the development process, practice and organization alone cannot be effective. Process and organization can only be a strong executive force with the full support of manpower. An important force in the development process is an educated and trained workforce. Therefore, this leader has been trained to make the development plan effective and to ensure the rapid economic growth, social and environmental development that has been started in our country, to promote good governance, and to ensure transparent and accountable participation of citizens' development equitable access.