



**PUNTLAND STATE  
OF SOMALIA**



**Puntland Highway Authority**

**PUNTLAND HIGH WAY AUTHORITY**

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# **STRATEGIC PLAN**



**2022-2024**

# ACKNOWLEDGEMENT

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The leadership of Puntland Highway Authority (PHA) expresses its deepest appreciation toward the strategic development plan team for their efforts of drafting the next three-year development program.

In particular, the leadership thanks **Somali Research and Economic Development consultancy Ltd (SOREDCO)** for their efforts towards drafting this strategic plan.

The Puntland Highway Authority is indebted the strong leadership and commitments provided by the executive director, deputy executive director , without their leadership it would be impossible to achieve this milestone.

In addition, the leadership appreciates the efforts of everyone who has contributed to the preparation of this plan specifically, all PHA team in particular, department directors, project management office and staff members who have provided valuable input into this strategic plan.

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## PREFACE

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This strategic plan aims to develop this great institution in the areas of administration and technical functions, and targets to bring about administrative and engineering functions transformation as well. Based on this rationale and noble objectives, PHA has formulated a genuine strategic plan, which prioritizes the developmental needs of the body.

This strategic plan stresses the goals and objective through which PHA is intended to achieve in the coming years, to leverage and create maximum value to its clients while focusing on the actions needed to be take.

The formulation of this strategic plan is also aimed to structure and articulately analyze organizational performance and to check overall soundness of the institution by highlighting operational risks as well as to project the growth momentum.

This plan also expresses our main objective of fostering excellence in sustainability and innovation towards adapting the required roads standard systems in accordance with our vision and mission and in line with our objectives.

In this occasion and great moment, I would like to thank everyone who has compassionately contributed to the planning and formulation of this strategic plan. May Allah almighty bless you all.

Best regards;.

**Abdifitah Mohamed Sugulle**  
**Chief Executive Officer (CEO)**



## EXECUTIVE SUMMARY

The three year strategic plan for Puntland Highway Authority stresses the main goals and objective through which PHA is intended to achieve in the coming years. The plan outlines four main goals and nine key objectives with over 120 activities planned to concentrate and implement during 2022-2024 strategic plan agenda for PHA. Over the years, the PHA has implemented a substantial number of road and bridge projects, although with very limited funding. Systematic and periodical maintenance of the existing road network has not been performed. In addition PHA has only limited technical capacity and therefore no structured road Maintenance Management System (MMS) is yet in place. As a result, the majority of roads, paved and unpaved alike, are in a deteriorated condition and require intervention. In particular, the only major highway link from Bosaso to Galkayo requires immediate attention and action in order to keep this important corridor functional to ensure unhindered movement of goods across the country throughout the year. In recently, due to the leadership of the government and tax of the citizens, Puntland Government have initiated and completely financed over 7 million maintenance project across Puntland road networks. The initiatives which is the first of its kind since the collapse of Somali central government resulted genuine impact on the deteriorated main roads of Puntland. The following figure illustrates the extent of interventions led by the government and the financing costs of each areas as per millions.

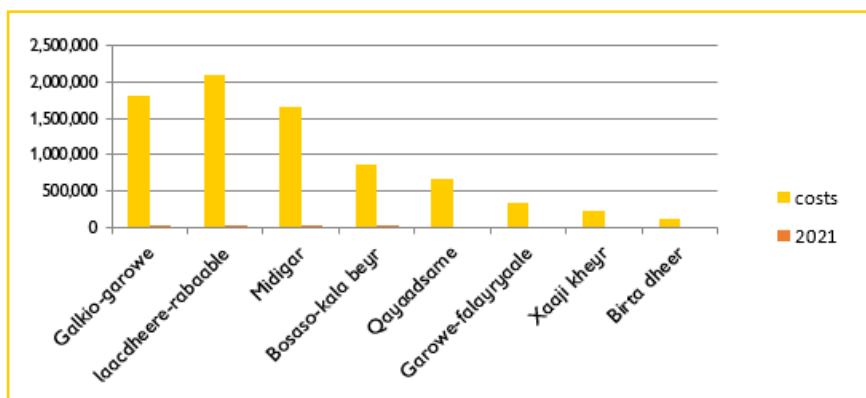


Figure 1: 2021/2022 Maintenance cost financed by Puntland government

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# CHAPTER ONE

**OVERVIEW, INSTITUTIONAL FRAMEWORKS  
AND FUNCTIONS**

# 1. BACKGROUND

---

The Puntland Highway Authority (PHA) is the governmental body in charge of road transportation and infrastructure in the autonomous Puntland state Somalia. The body which is technically fundamental to the road and infrastructure development, needs to be directed toward achieving tremendous development. In December 1997, North East Somali Highway Authority (NESHA) agency was established to take the leading role of all roads related programs in North Eastern regions. It was later in 23th February 1999 renamed Puntland Highway Authority (PHA) by a presidential degree of MW/DPS/008/99 .

The main objective of PHA is to formulate and implement road infrastructure and airport rehabilitation programs. It has also been tasked with the responsibility of securing infrastructure funding from fuel levy, and from local and international development partners. Currently it has so far taken practical steps towards improvements of existing roads and implemented a number of emergency repair works, routine maintenance programs; rehabilitation of several feeder roads and many assessment surveys undertaken to improve both paved roads and feeder roads throughout Puntland.

In the year 1999, NESHA has received grants from European union and USAID, under the projects themed "New trans Atlantic agenda" with a finance of about \$ 1.5 million dollar for institutional capacity injection and development and rehabilitation of Bosaso- Galkio corridor. Due to this investments NESHA have maintained 38 different sites of the corridor; constructed the institutions compound with full equipment and also conducted staff capacity development programs.

In the year of 2000, 23th January the state president have also issued second presidential degree, which he has segregated the duties of the two branches of the institution, mainly the board and the executives. Finally, in 12th July of 2000, the Puntland Parliament have also issued a law no 1r.18 which is the defining act of the body since then .

## 1.2 Mandate of Puntland Highway Authority

Formulating policies for supporting the development of highways in Puntland including Promotion of the rehabilitation and reconstruction of existing roads, and their related services in the North-East area and controlling and supervising local, foreign and joint-venture companies within the terms of concluded contracts. The Authority is also mandated to regulate and register all contractors, while at the same time doing everything possible to encourage the local bidders to be more competitive.

## 1.3 Core functions of Puntland Highway Authority

- Formulation of Plans and designs and ensure development, construction, rehabilitation, reconstruction and maintenance of roads in Puntland.
- Development of standards, codes and specifications for roads and highways in Puntland
- Management of Puntland national roads and road right of way including land reserves and access to road site developments
- Implementation of road policies and regulations concerning Puntland national roads, including Puntland Axle load control act.
- Supervision of road construction companies within the concluded contracts and quality control.

## 1.4 Road infrastructure networks-overview

The public road network coverage in Somalia is uncertain due to the lack of government sources but, there are indications exhibited by various researches conducted by external players. According to Somali National Infrastructure strategy (2019-2063), the classification of road data stresses that Somalia's overall road networks, comprising primary, secondary and rural feeder roads totals 21,933km. The 21,933km long road network in Somalia is in poor conditions as the 90% of the primary roads have deteriorated by instability and natural shocks while their life span designed to be 13 years. In reference of surveying data, with in Somalia, only 2,860 (13%) of the total road networks are paved and the rest would be either gravel roads or earth. The 21,933km long road network in Somalia is in poor to very poor condition. With a huge maintenance backlog, there is a significant need for reconstructing or resurfacing these existing paved roads throughout all of Somalia.

**Table 1: Somalia road classification**

Type of surveying	Primary roads	Secondary roads	Rural feeder roads	All roads	Percentage
Paved	2442km	418km	-	2,860km	13%
Unpaved	-	844km	-	844km	4%
Earth	220km	3,588km	14,421km	18,229km	83%
	2,662	4,850	14,421km	21,933km	100%

Source: Somali national infrastructure plan(2019-20663), Transport needs assessment report, AFDB,FGS,UNOPS 2015

On the other hand the backbone of Puntland transport system is approximately 700 kilometers tarmac road that links Galkayo and Bossaso via Garowe. According to EU inception report(2015), In Puntland the road network coverage stretches over 4400km, with the surveying data of 814 (18.5%) are paved and the rest contains 3,586km (81.5%) unpaved. The paved road network in Puntland was constructed in the 1970s and 1980s with an estimated life span of 10 years for an axel load of 8-10 tons and only periodic and selected maintenance having been executed since then.

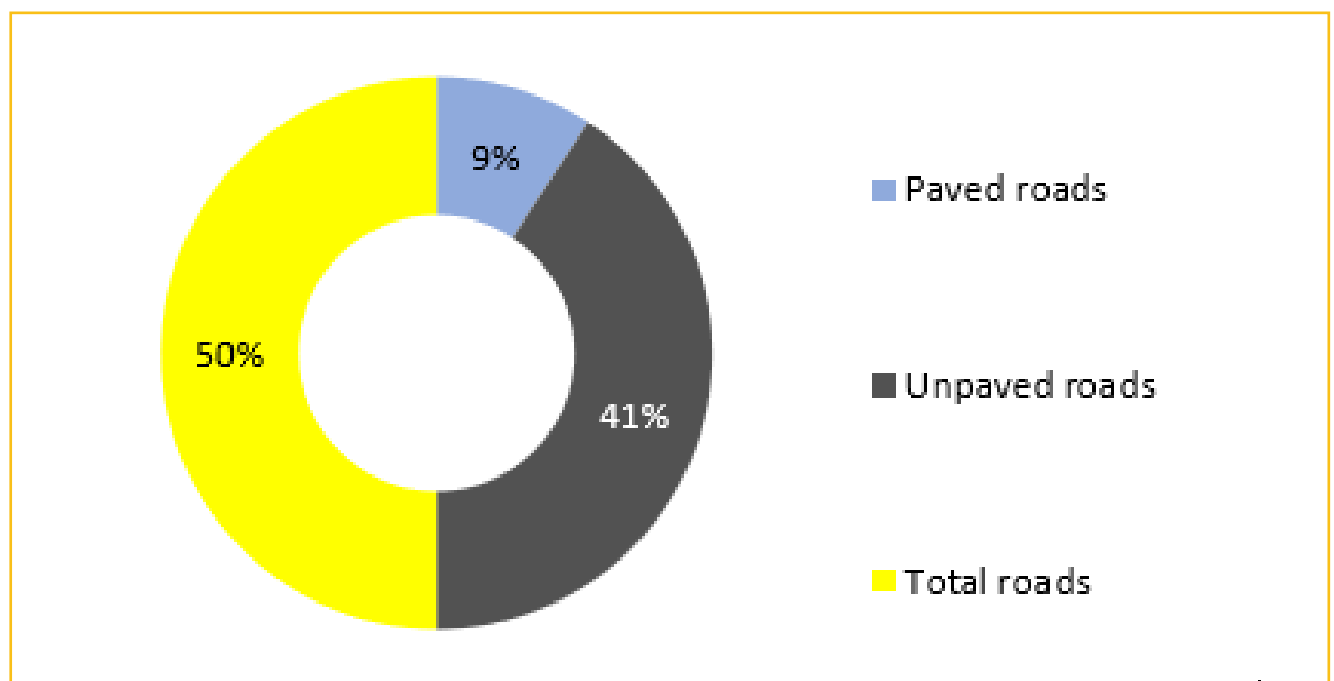


Figure 2: Puntland road network chart

## 1.5 Rationale of the strategy 2022-2024

Formulating a genuine strategic plan has been in a discussion since the appointment of the new executive director (CEO). In record of our resource scarcity, PHA leadership needs to have clear in-sight toward the future prospect of the institution. The following key insights might need to be critically highlight under this strategic plan:-

- There is a need to structure and articulately analyze organizational performance and overall soundness of the institution by highlighting operational risks as well as to project the growth momentum.
- There is a need to critically address key institutional challenges, opportunities and way forward by doing an overhaul system check up
- To institutionalize, modernize and re-organize of institutional objectives and overall long term strategic directions.
- To plan, implement and monitor the key mechanisms of reaching favorable condition for PHA institutional performance.

## 1.6 Methodology

The strategy has developed using participatory based approaches and one on one interview sessions with the PHA officials. Before the commence of the plan, the leadership has appointed a five senior staffs mandated as Strategic planning team (SPT). The body also employed an external subject matter expert to guide and develop grass-root planning process at the Puntland Highway authority(PHA). The subject matter expert has employed the following methodology:-

- Desk review: The consultant worked closely with PHA leadership to review and study previous assessment reports, performance manual indicators, score sheets, the reviews also included relevant strategic planning documents including; Third Puntland five year plan; Somalia national development plan nine; Africa perspectives and strategies of road planning and other tools and guidelines to formulate development plan. The team have also closely worked with respective department heads and committees assigned to obtain relevant documents and information for verifications.
- Interviews: The Consultants have also conducted information obtained sessions from the review and seek further clarifications with PHA leadership. In such cases, direct interviews conducted with relevant officials.
- Field Observation: The strategic planning team with the technical consultant have also observed PHA offices (with permission) in order to understand the capacity, available infrastructure equipments and operation capacities at the workplace.

## 1.7 Strategic planning process

The technical consultant have also employed different methodologies to further grasp the required information of the planning process. The following table summarizes strategic planning process.

TABLE 2: SUMMARY FOR STRATEGIC PLANNING PROCESS

Strategic Planning Stage	Tasks To Be Taken	Key notes
Situational analysis	<ol style="list-style-type: none"> <li>1. SWOT analyses</li> <li>2. Environmental scan</li> <li>3. Desk reviews, reports and documentation stage</li> </ol>	Where are we now?
Re-shaping the future	<ol style="list-style-type: none"> <li>1. organizational visioning</li> <li>2. Overall goals/ priorities</li> <li>3. focus areas/ key objectives</li> </ol>	Where we want to be in five year time?
Strategic framework	<ol style="list-style-type: none"> <li>1. frame work definition</li> <li>2. developing key focus areas</li> <li>3. Orientations/ consultations</li> </ol>	What we want to achieve?
Key performance indicators (KPI)	<ol style="list-style-type: none"> <li>1. Measurement plans</li> <li>2. Monitoring and reporting</li> <li>3. Evaluation metrics</li> </ol>	How can we know that strategy is being implemented?

## 1.8 Connecting to existing National plans

### 1.8.1 Global context on infrastructure

Sustainable Development Goal (SDG) No. 9: “Build resilient infrastructure, promote sustainable industrialization and foster innovation.....” recognizes investments in infrastructure – transport, irrigation, energy and information and communication technology as crucial to achieving sustainable development and empowering communities in many countries (UNDP).

### 1.8.2 Africa Development Agenda 2063

African Agenda 2063 is the Continent’s strategic framework that aims to deliver on its goal for inclusive and sustainable development. It is a collective vision and roadmap for social economic transformation of the continent over the next fifty years, committed to acting together towards achieving the seven aspirations namely:

TABLE3: AFRICA ASPIRATIONS

No	ASPIRATIONS AND OBJECTIVES
1.	A prosperous Africa based on inclusive growth and sustainable development.
2.	An integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa’s renaissance.
3.	An African of good governance, democracy, respect for human rights, justice, and the rule of law.
4.	A peaceful and secure Africa.
5.	An African with a strong cultural identity, common heritage, shared values, and ethics.
6.	An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children.
7.	Africa as a strong, united, resilient, and influential global player and partner.

### 1.8.3 Somalia National Development plan 2020-2024

The Federal Government of Somalia presents the ninth National Development Plan (NDP-9), 2020-2024, which provides the nation with a path leading to economic growth and reduction of poverty within the next five years. NDP-9 serves as a roadmap for the FGS for interventions and investments over the next five years. Meanwhile pillar 3 which is economic development pillar emphasizes the role of the infrastructure as sustenance of national development plan. Good infrastructure contributes towards a positive investment climate, as it reduces the costs of doing business and in particular enables producers to access both product and factor markets. Therefore, more effective intermediation and coordination of development assistance targeted towards the rehabilitation and development of Somalia’s infrastructure sectors is a top priority in NDP-9.



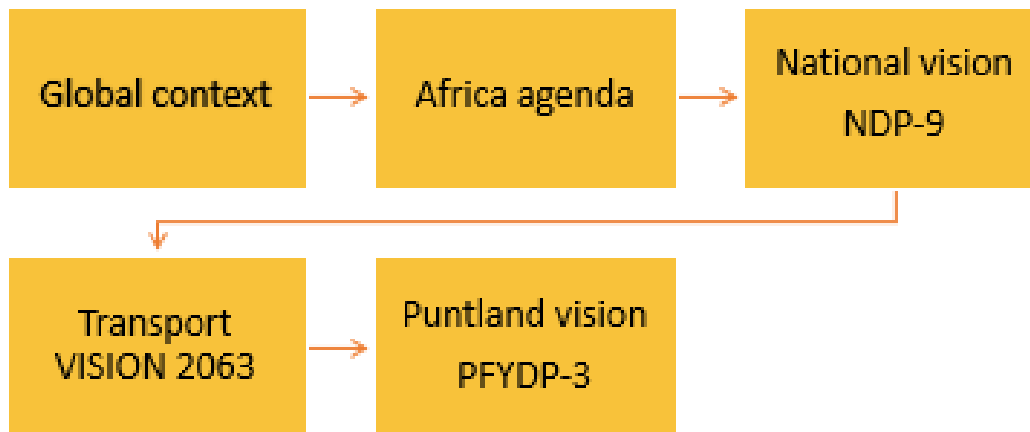
### 1.8.4 Somalia vision for infrastructural development 2063

In 2030, Somalia is envisioning to have its infrastructure serve Somalia , to facilitate economic and social development (interconnecting the nation and the region) , with modern telecommunication, so that Somali citizens have access to affordable energy, water and appropriate waste disposal systems, adequate and sustainable housing, under the guidance of proper urban and territorial planning and financed and maintained in a sustainable manner.

### 1.8.5 Puntland Development Plan -3 2020-2024

The current Third Five Year Puntland Development Plan (FYPDP -3) 2020-2024 outlines the main policies, legal and institutional reforms as well as programmes and projects that the Government plans to implement in the five-year period. It is anchored on three guiding principles: Inclusivity and engagement; District-led development; and Sustainability. To realize the vision of the infrastructure subsector, a total of seven objectives were set in the revised plan which included: improving air and road transport; improving port infrastructure and shipping services; reducing water shortage in Puntland; improving availability of essential heavy duty equipment; promoting use of alternative energy; increasing the number of qualified workforce in the sector; and establishing institutional policies and regulations.

Figure 3: Linking for roads subsector to national plans



## 1.9 Stakeholder Analysis

There are various persons or parties with an interest in, or concern with what PHA does and how it does its business. To understand their interests or concerns so that they can be addressed, PHA had to undertake a systematic process of identifying the individuals or groups that are likely to affect or be affected by the organization's operations, and sorting them according to their impact on the action and the impact the action will have on them. The table below summarizes PHA's key stakeholders and the interests of each party.

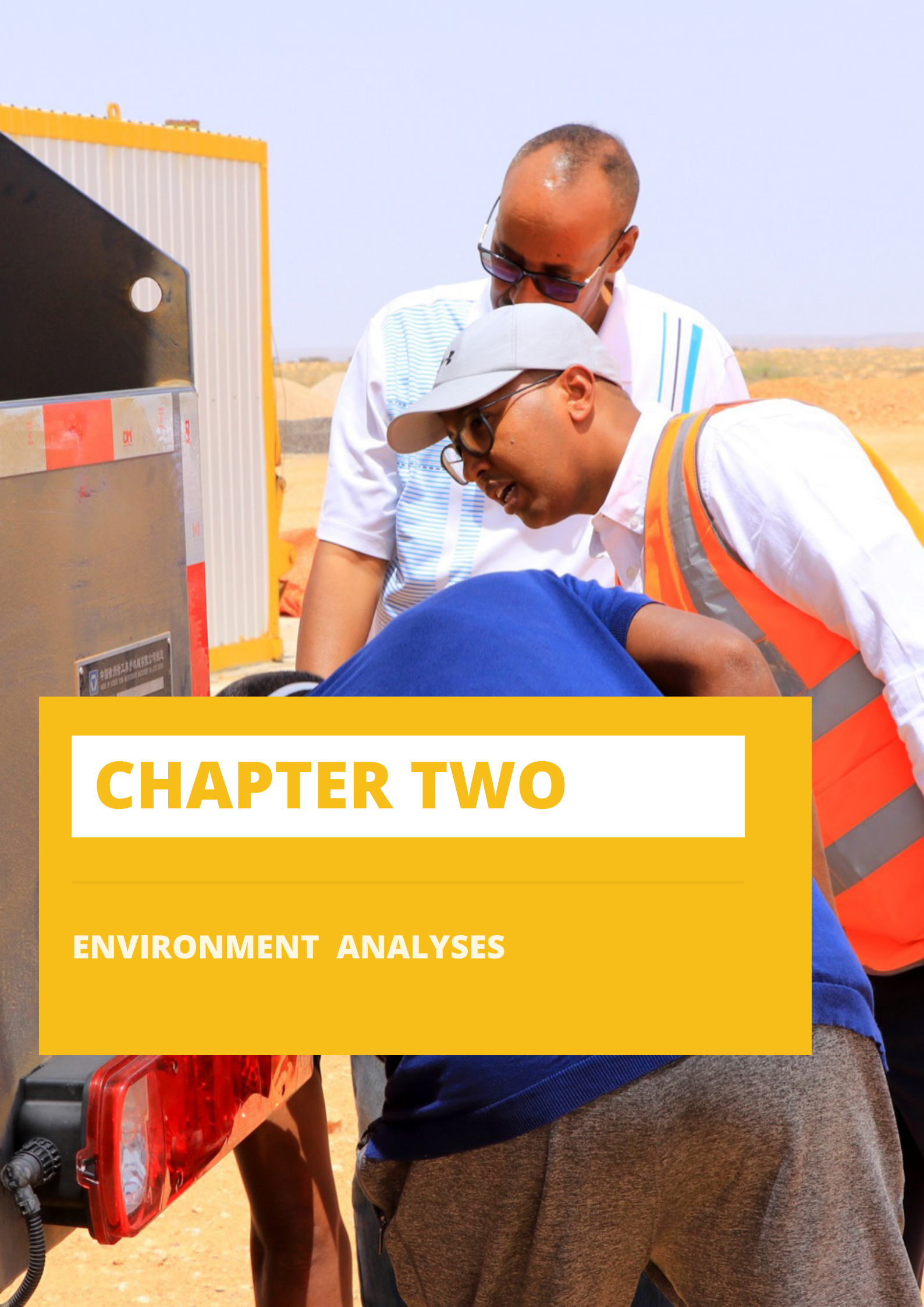
Table 4: PHA stakeholder Analysis

Stakeholders	PHA's interests	Stakeholders' interests
Road users(customers)	<ul style="list-style-type: none"> <li>Provision of safe and efficient Puntland Road network.</li> <li>Appropriate use of the road network</li> <li>Information sharing (feedback) to improve service delivery</li> </ul>	<ul style="list-style-type: none"> <li>Functional safe, and efficient roads and services</li> </ul>
Ministry of public works, Housing and transportation	<ul style="list-style-type: none"> <li>Support in the formulation of the policies and regulation which guide the sector business</li> <li>Sector oversight- monitoring programs and providing feedback for continues improvement</li> <li>Provide political oversight</li> </ul>	<ul style="list-style-type: none"> <li>Efficient and effective services delivery stakeholder satisfaction</li> <li>Timely and accurate reporting to key stakeholders</li> </ul>
Ministry of planning, international cooperation and development	<ul style="list-style-type: none"> <li>Allocation of adequate financial resources PHA Programs</li> <li>Timely release of required financing</li> <li>Appropriate technical guidance, regulations and systems which facilitate efficient and effective financial management and budget execution for improved implementation of programs.</li> <li>Relevant technical guidance in developing strategic plans and monitoring frameworks which are aligned to the national plans</li> </ul>	<ul style="list-style-type: none"> <li>Efficient planning and utilization of allocated resources</li> <li>Cooperation and regular feedback on financial performance</li> <li>Timely and proper accountability of financial resources.</li> <li>Execution of the programmes following approved plans</li> <li>Regular reporting following the national monitoring frameworks on progress towards the national target</li> </ul>

Puntland infrastructure fund	<ul style="list-style-type: none"> <li>• Mobilizing adequate resources for road maintenance and network operation</li> <li>• Timely release of funds for road maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient utilization of the funds provided for road maintenance following the approved workplan</li> <li>• Regular reporting</li> <li>• Timely accountability of the funds</li> </ul>
Puntland parliament	<ul style="list-style-type: none"> <li>• Enacting laws which enable PHA to execute its mandate efficiently</li> <li>• Mobilization and appropriation of adequate resources to the PHA Programs</li> <li>• Relevant technical and political guidance</li> <li>• Sensitization of the constituencies on the government programs and managing stakeholder expectations</li> <li>• Sensitization of the constituencies on the role and contribution of PHA to the national development</li> </ul>	<ul style="list-style-type: none"> <li>• Regular appraising of MPs of national roads programs</li> <li>• Efficient utilization of public resources</li> <li>• Timely and proper accountability of funds allocated to the entity.</li> </ul>
Office of Puntland president	<ul style="list-style-type: none"> <li>• National strategic direction and political guidance.</li> <li>• Political support to priorities road development and rehabilitation/</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of government programs with positive impact and outcomes to communities</li> <li>• Timely reporting through the government M&amp;E framework</li> </ul>
Other government Ministries, departments and agencies (MDAs)	<ul style="list-style-type: none"> <li>• Appreciation of the specific mandate of PHA in the implementation of their respective mandate synergy where necessary to achieve objectives</li> <li>• Collaboration and harmonizing of inter-sectors related plans and activities</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration in pursuit of achieving government objectives</li> </ul>

Development partners	<ul style="list-style-type: none"> <li>Continues financial support to government programs</li> <li>Offer technical expertise to fill any capacity gaps</li> <li>A progressive fiduciary framework that supports the government in achieving its development objectives</li> </ul>	<ul style="list-style-type: none"> <li>Full compliance and adherence to the covenants and financing agreements for project implementation</li> <li>efficient utilization of any financing</li> <li>Accountability and timely reporting</li> <li>Visibility</li> <li>Effective and positive outcomes(poverty alleviation) from any development support</li> </ul>
Providers: local contractors, consultants and suppliers	<ul style="list-style-type: none"> <li>Exercising utmost ethical behavior while dealing with PHA</li> <li>Compliance with the obligations of any agreements signed</li> <li>Innovation and efficient methods for PHA to achieve its contract objectives and value for money for Puntland</li> </ul>	<ul style="list-style-type: none"> <li>Meeting expected obligation-providing right of way and timely payment for works/ services/ goods</li> <li>Fair and transparent, process, especially procurement</li> </ul>
Project affected Population (PAPs)	<ul style="list-style-type: none"> <li>Appreciation and understanding of overall government development objectives</li> <li>Cooperation with PHA and its agents in the implementation of projects</li> <li>Submission of complete and accurate information in a timely manner</li> </ul>	<ul style="list-style-type: none"> <li>Fair and transparent process and information disclosure</li> <li>Fair and timely compensation</li> </ul>
Puntland police force	<ul style="list-style-type: none"> <li>Collaboration and guidance in operating a safe road network-road safety, security and enforcement</li> </ul>	<ul style="list-style-type: none"> <li>Cooperation and timely information sharing</li> </ul>

Civil society	<ul style="list-style-type: none"> <li>• Objective sharing of information with communities about government programs and systems</li> <li>• Regular feedback on PHA activities for continuous improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Transparency in decision making and all operational activities</li> <li>• Cooperation and information sharing</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Accurate communication of PHA programs to the public</li> <li>• Providing PHA with feedback from public</li> </ul>	<ul style="list-style-type: none"> <li>• Providing accurate and timely information on PHA programs</li> <li>• Continuous engagement to provide any clarification where required</li> </ul>



# CHAPTER TWO

## ENVIRONMENT ANALYSES

## 2. Introduction

The strategic planning team uses two major analytical methods for screening the current situation of the institution such as; SWOT analyses (strength, weakness, opportunities and threats) PESTLE method (Political, economic, security, technological and environment aspects) were also used for internal and external environment screening respectively.

Most of the internal environment assessment concentrates how better does the institutional operations sound like, by doing so the internal screening also highlighted institutional strength and weakness to encounter any external pitfalls. While also the analyses of external environment assess how the reactions of institutional stake holders impact on its operations and strategic direction as well.

### 2.1 Governance structure

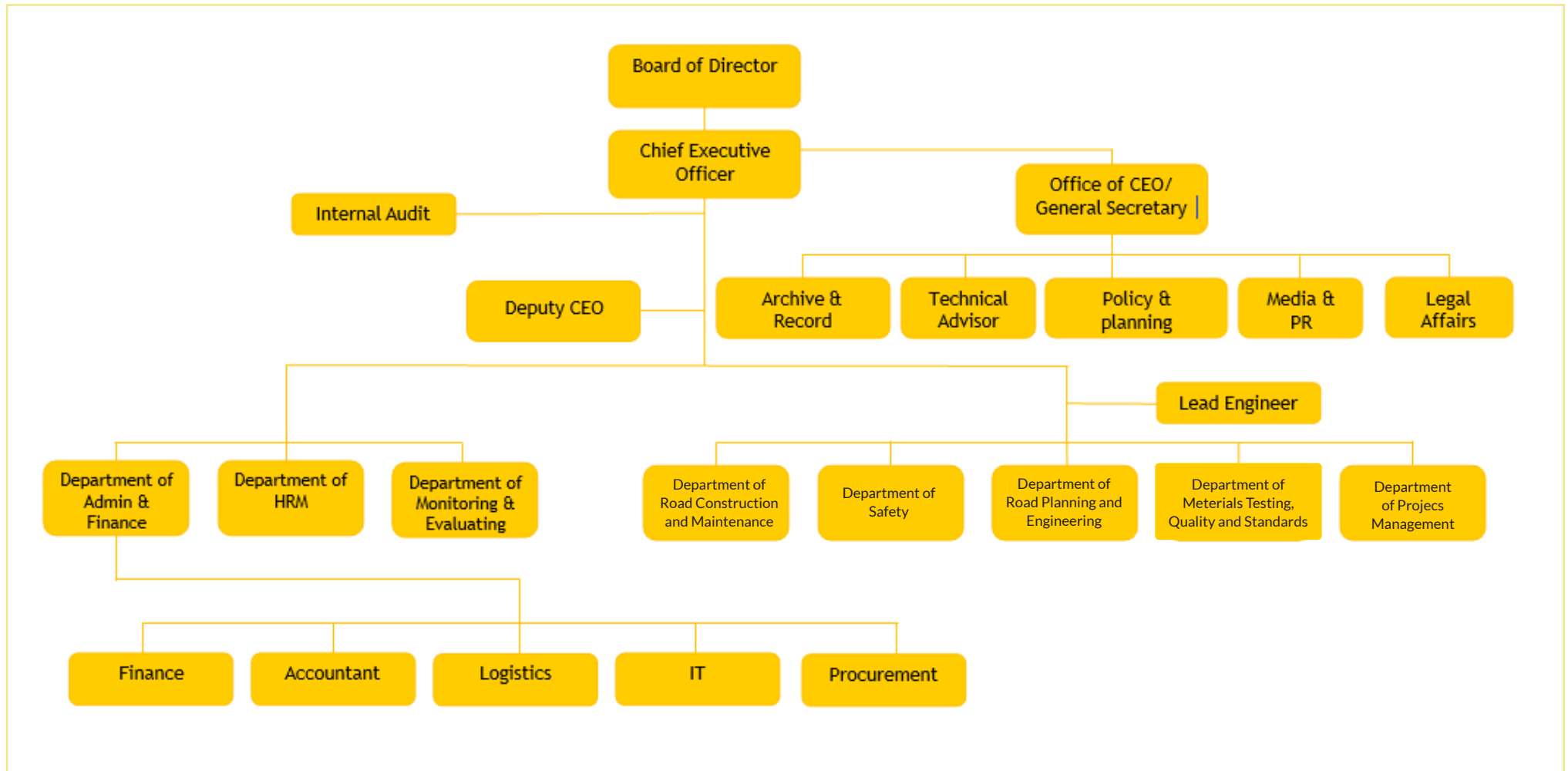
The Puntland Highway Authority has been in existence since 1996, before the establishment of Puntland state and circled different stages of leadership and governance. The institution has two layers of leadership and management, most importantly, the board of directors, the executive branch led by the CEO.

The board of directors is a key functioning unit of the body, they are the principal advisors in the executives and management, their primary duties lies on to formulate the strategic direction and advice of the overall institution activities.

The executives branch led by the CEO performs critical important functions in the PHA, the executive manages and implement the strategic initiatives led by the BOD while it also liaises and monitor that the operating systems have been effectively placed in. CEO office with deputy director also manages day to day operations of the body as per delegated, where the deputy office supervises and manages PHA portfolio officers which comprises two functioning units mainly administration and technical unit functions.

# PHA ORGANIZATION CHART

Figure 4: PHA governance chart





## 2.2 Internal environment

The internal environment of Puntland Highway Authority stresses how critically is to review the organizational policies and systems been placed, and by further to present existing challenges which must be considered to highlight prior to strategic policy formation. Despite its years of existence, Puntland Highway Authority still lacks, the necessary administrative frameworks, manuals and regulations with technical guidelines and evaluation procedures.

To rationalize the governance structure of PHA, it may require reviewing the core functioning departments of the body and their mandates, while there is an overall missing gaps of institutional departments structure and job descriptions among the team.

To strength the institutional soundness and better service delivery, there is a need to employ a requisite policy systems and guidelines including managerial, financial, procurement, technical department policies and procedures, quality assurance standards and M&E frameworks to ensure accountability and that to demonstrate the implementation of strategic direction of the body.

### 2.2.1 Considerations of internal environment

The strategic planning team considers few main important areas of intervention for internal environment; as the current status of the internal environment shows slightly poor performance in terms of office organization and the delegation of works which is the bedrock of institutional soundness and efficient service delivery. The main strategic focus toward strengthening internal environment systems will be as follows:-

There is a need to create a solid performance evaluation systems which could be instrumental to the staff performance and operational activities as well.

- There is a need to focus on a marketable communication strategy that fosters the art of communication channels as well as sustainable public engagement.
- There is a need to tackle an existing technological barriers and better integrate and transform ICT infrastructure of the institution
- There is a need to map out sustainable Capacity building programs and better create an enabling environment of continues learning and development.
- There is a need to invest and better develop an adequate office infrastructure and technical facilities of Puntland Highway Authority, so that efficient service delivery will be possible to reach.
- There is a need for an office space and need to build a well designed adequate PHA building.
- There is a need to formulate an applicable evaluation and monitoring frameworks toward the implementation of programs and overall strategic directions placed.

## Strengths

## Weaknesses

### Administration Department

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• Most of the staffs are qualified</li><li>• Staff morale and commitments</li><li>• flexible working hours</li><li>• Reporting channels are good</li><li>• financial records are good</li><li>• Conducive work environment</li><li>• Departmental heads and sections</li><li>• On-time salary</li><li>• Good Communication among the staff and between management and staff</li><li>• Capacity for preparing BOQ for projects and estimations</li><li>• Project implementation mechanisms and control</li></ul> | <ul style="list-style-type: none"><li>• lack of independent budgeting and revenue collection</li><li>• in adequate training and development</li><li>• In adequate office furniture</li><li>• clarity of the building and infrastructure</li><li>• Absence of job descriptions and segregation of duties among the staff</li><li>• lack of office manuals, procurement frameworks and strong internal polices</li><li>• insufficient systems of financial reporting</li><li>• Ambiguity of departmental hierarchy</li><li>• lack of recruitment and retention policies and accountability</li><li>• Lack of monitoring frameworks and policies</li><li>• Poor network and collaboration among the stakeholders</li><li>• Absence of monitoring data and information</li><li>• Absence of communication skills</li><li>• Absence of staff performance systems and control</li><li>• Absence of BOD functions</li><li>• lack of strategic focus and orientation</li></ul> |
|---|--|

## Strengths

## Weaknesses

### Engineering Departments

- | Strengths  | Weaknesses  |
|--|---|
| <ul style="list-style-type: none"><li>• Qualified engineers with professional certifications</li><li>• Advanced survey tools, namely RTK( satellite surveying), Total station</li><li>• Well-equipped laboratory</li><li>• well functioning technical department with sufficient staff</li><li>• Functioning project management office</li><li>• collaboration and team work</li><li>• Commitments to work in remote areas</li><li>• Segregation of duties</li><li>• Road &amp; bridge manuals in place</li><li>• Road specifications and standards are in place</li><li>• Road tendering documents are in place</li><li>• Technical reporting template are in place</li></ul> | <ul style="list-style-type: none"><li>• Poor infrastructure and clarity</li><li>• in adequate office space</li><li>• absence of RTK license</li><li>• Lack of appropriate computer set for design and storage capacity.</li><li>• In adequate staff training and personal development</li><li>• Limited office furniture</li><li>• Absence of data base systems</li><li>• In adequate data collecting tools</li><li>• Lack of enumerators data tools</li><li>• Limited standard rate for geotechnical investigation services</li><li>• lack of road construction analyses of rates</li><li>• Poor network and collaboration of local and international agencies</li><li>• limited of laboratory renovation and development</li><li>• lack of geotechnical and engineering departments plans</li><li>• lack of designed tools for road safety</li><li>• Non existence of road safety polices and regulatory frameworks</li><li>• lack of fire prevention tools and assets required</li><li>• in existence of project evaluation frameworks</li><li>• leadership will for creating new projects</li></ul> |

Strengths	Weaknesses
<b>NETWORKS</b>	
<ul style="list-style-type: none"> <li>• Good collaboration with Puntland State House</li> <li>• Good collaboration with Puntland ministries such as MPWT,MOF,MOIF-D,MOPICED etc.</li> <li>• Good collaboration with Municipality and regional administrations</li> <li>• Good collaboration with Puntland state bank</li> <li>• Good collaboration with local contractors</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of collaboration with international Agencies</li> <li>• Absence of communication strategy</li> <li>• lack of financial resources for network building</li> <li>• Ambiguity of PHA status qua among the local partners as well as parent ministry</li> </ul>

Strengths	Weaknesses
<b>LEGAL</b>	
<ul style="list-style-type: none"> <li>• an existence of law no 18 which makes PHA to be functional</li> <li>• an existence of Puntland highway Axle load control act</li> </ul>	<ul style="list-style-type: none"> <li>• Ambiguities in the existing legalframework</li> <li>• lack of revised existing legal frameworks.</li> <li>• lack of road rights act</li> <li>• There is no comprehensive official road maps</li> </ul>

Strengths	Weaknesses
<b>ICT</b>	
<ul style="list-style-type: none"> <li>• The use of computers and mobile phones for collecting and storing information tied up extensive technology skills in the PHA work environment</li> </ul>	<ul style="list-style-type: none"> <li>• There is no regulatory framework of governing institutional information, and the use of ICT</li> <li>• There is lack of ICT usage for business processing service delivery</li> </ul>

## 2.3 External environment

The Strategic planning team employs several factors to analyze the overall external environment of PHA; among the key factors of the external environment are the political, economic, social, technological, legal & environmental aspects.

Since its foundation, PHA has made a significant progress in maintenance and rehabilitation of local road networks and provide of technical assistance to the government toward state road policies and development. In fact, significant portion of Puntland road networks received rehabilitation and ,maintenance.

On the other hand, there are other key external reactions that might have direct impact on the strategic implementation of PHA institution such as the international and local NGOs which would partner the body on the road development programs. Furthermore the emerging environmental and compliance aspects with rapid technological changes might pose external threats to the PHA strategic direction.

### 2.3.1 Considerations of External environment

The increasing climate shocks and the dynamic shift of the socio-economic behaviors have a direct impacts on the institutional performances and progress, therefore necessary strategic focus would be instrumental.

ICT usage and improvement of operating systems is also needed as there is an indication that technology routed systems for work environment creates efficiency.

The political landscape and security outlooks of the state might also affect the long-term strategic focus of the PHA institution.

The role of PHA stakeholders such as local and internationals and the support of the government for this strategic initiatives will also be the main areas of consideration.

Opportunities	Threats
<b>Political</b>	
<ul style="list-style-type: none"> <li>• conducive political environment in Puntland</li> <li>• collaboration with Puntland Parliament for reviewing and development of existing legal frameworks of Puntland Highway Authority</li> <li>• Government commitment towards road development initiatives</li> <li>• Road development fund initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Political Instability and poor governance</li> <li>• Absence of government regulatory organs hinder road sustainability.</li> <li>• lack of government sponsorship for roads development initiatives</li> <li>• lack of engagement for Somali government sponsored roads initiatives, funds and development activities</li> <li>• Relationship strain with government and international agencies</li> <li>• lack of government priorities for road development and maintenance</li> <li>• Absence of international support &amp; prioritization for roads development</li> </ul>
<b>Socio-Economic</b>	
<ul style="list-style-type: none"> <li>• Robust economic performance in Puntland could result government financing of roads development initiatives.</li> <li>• Partnership with local business for creating local initiatives for roads rehabilitation.</li> </ul>	<ul style="list-style-type: none"> <li>• adverse roads maintenance costs</li> <li>• lack of budgeting and supplement activities of roads</li> <li>• Increase of fuel price and market failure</li> <li>• Economic slowdown and decrease of government revenue</li> <li>• social strike</li> </ul>

## Stakeholder

- Commitments of PHA leadership, particularly BOD and executive as well plays key role for advocating the progress of the institution
- partnership with international Development agencies and UN for supporting development agenda of PHA would also be an imperative.
- Willingness of Puntland government toward creating an enabling environment and platform of mutual financing schemes for the strategic direction of the body will also be instrumental
- And the partnership with government and non-government organizations that provide financial and technical support to the body.
- Turn-over of technical engineering and management specialists
- lack of financial assistance from the development partners
- Government policy
- lack of motivational and incentive schemes for the staffs
- lack of social responsibility programs such as initiation of feel -ownership activities where as the authority takes its role of public awareness and campaigning as well.
- Overlapping mandate between PHA and other government ministries
- Increasing bargaining power of private sector

## Security aspect

- Takes timely action through the use of risk management strategies to create and safe driving environment in Puntland highways
- And to meet national legislation toward workplace health and safety requirements, policies and procedures.
- collaborate with security agencies for screening roads violence activities through awareness and protection tools.
- There is a lack of respect for the rule of law in the context of road transportation acts
- Irresponsibility of highway drivers
- in existence of road traffic safety rules

## Technology

- The advanced use of ICT infrastructure , in conjunction with the extensive use technology skills for the staff, offers a great opportunity.
- Creating a modernized online portal with comprehensive coverage of PHA operational systems could spur efficiency
- Change of ICT dynamics
- lack of ICT knowledge and utilization
- lack of ICT infrastructure
- lack of ICT regulatory framework

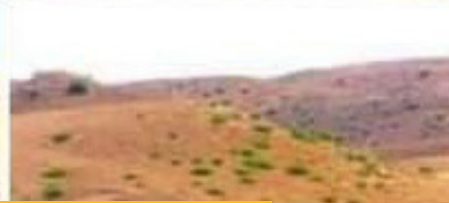
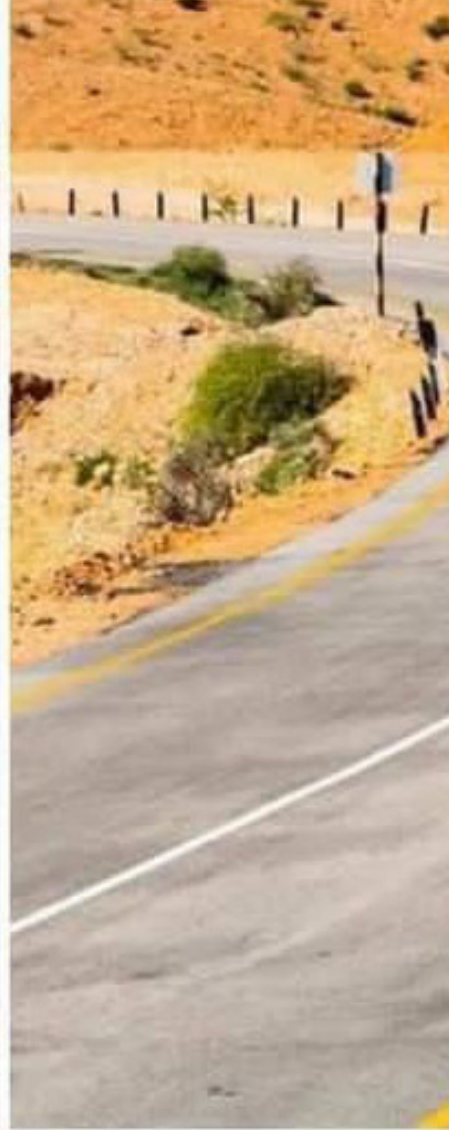
## Legal aspect

- Adapt and follow the monitoring and regulatory requirements been placed by international partners and government regulatory organs as well
- As result of monitoring and regulatory requirements to annually report to the government and agencies.
- Use of existing regional legal frameworks toward roads regulations
- violation of compliance frameworks
- Specific acts on roads
- Ordinance laws of roads infrastructure
- Ambiguity of Law no 18
- Overlapping legal instruments

## Environment

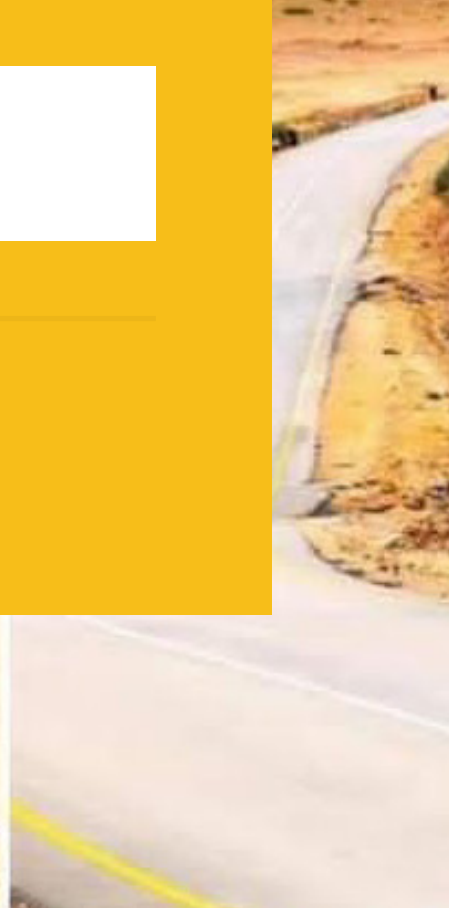
- Practices in accordance with professional, relevant civil legislation and regulations including those specific to specialty practice area.
- Develop, maintain and rehabilitate national roads through considering environmental safeguards
- Climate change impact for road infrastructure
- Rigid regulations
- Floods
- Environmental hazards





# CHAPTER THREE

**STRATEGIC FOUNDATIONS FOR  
PUNTLAND HIGHWAY AUTHORITY**





### 3.1 VISION

Our vision is to be the most advanced institution in the horn of Africa, which have sufficient capacity to develop and maintain sustainable roads construction projects in Puntland



### 3.2 MISSION

To effectively develop and maintain a safe and enduring national road system in the Puntland state of Somalia for economic development.



### 3.3 OBJECTIVES

To effectively improve Public service delivery through quality enhancement  
Cultivate for corporate social responsibilities (CSR) among the community  
Capacity enhancement of PHA staffs through training and development  
Foster long lasting relationships with the local and international partners with aim of collaboration and cooperation of roads development programs  
Enhance community participation and involvement of public goods services through Public-Private dialogues.

### 3.4 Core values

Values	Description
Ethics	The organization disregards any discrimination on race,gender,ethnic,political view, cultural or social belief
Transparency and Accountability	PHA authority will ensure openness in discharge of services and accountable to the government and Puntland citizens for all actions taken
Professionalism and integrity	PHA observes high standards in the discharge of responsibilities and delivery of services ensuring that the obligations of public service super cede personal interests
Safety	PHA intention to develop roads is the primary safety objectives.
Efficiency and effectiveness	PHA will develop, manage, rehabilitate and maintain national roads taking into consideration for effectiveness and efficiency matter



A yellow bulldozer is the central focus, positioned on a dirt and gravel construction site. The bulldozer's large, treaded tires and heavy-duty body are prominent. In the background, a worker wearing a white hard hat and a high-visibility vest is visible, standing near a pile of earth. The sky is clear and blue, suggesting a bright, sunny day. The overall scene depicts an active construction or mining environment.

# CHAPTER FOUR

## STRATEGIC DIRECTIONS

## STRATEGIC GOAL 1 :

### Administration Department Capacity Development

To achieve organizational goals and perform effective administrative duties, the PHA leadership will set and define the terms of reference for each department of the institution with adherence of international standards and beyond the key performance indicators (KPI) of the strategy

Consequently, PHA shall create the right conditions for each office and department. These conditions will create an effective communication within the workplace.

The administration will also formulate standards and guidelines & further conduct periodic reviews and evaluations based on the individual's performance.

The PHA will also formulate and Puts forward for performance standards that functions as milestones of guiding the administrative performance in the institution in both long term and short term perspectives.

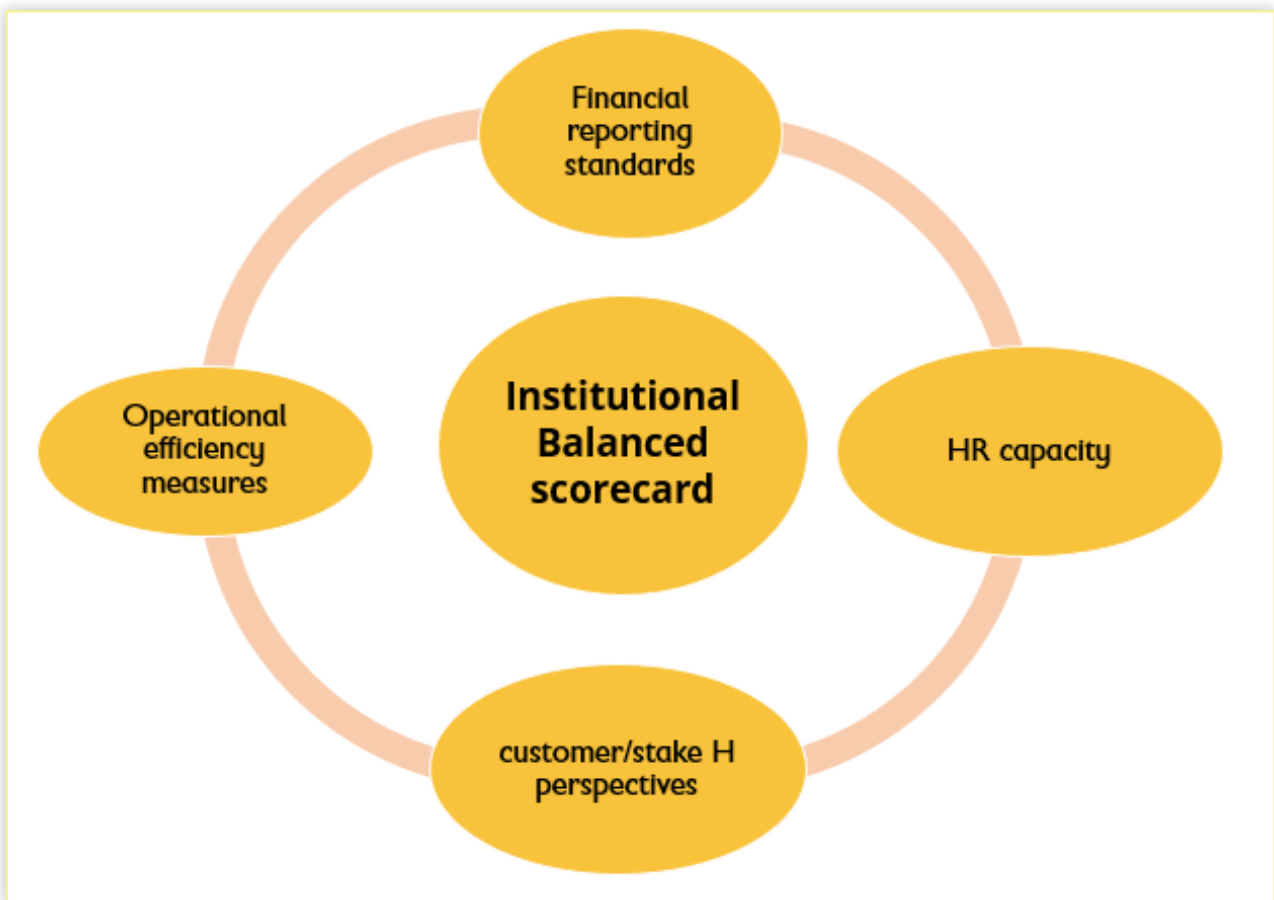


Figure 5: Institutional balanced score card

	<b>STRATEGIC OBJECTIVES</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
1.	Operationalise an effective governance structures, HR policies, and financial management systems			
	Improve and better design effective governance structure of PHA			
	Establishment of BOD members			
	Conduct staff performance appraisal ,reform and grading levels			
	preparation of training needs assessment of all PHA staff			
	staff acquisition through open external sources			
	Foster a culture of accountability and benchmarks and of professional development and dynamics			
	Develop HR plans and flexible employment schemes, ranking criteria and career development strategies			
	Develop and implement on the job training programs			
	Automate Staff attendances using modern SRP machines			
	Job descriptions among the departments and staff as well			
	Develop sustainable staff exchange and mobility programs			
	Review organizational manuals, code of conducts and office organization frameworks			
	formulation of PHA human resource polices			
	Strengthen internal control systems and accountability			
	formulation of good governance frameworks			
	Segregation of duties among admin and finance office			
	appointment of procurement officer			
	Appointment of treasury personnel			
	disposal and sold out of scrapped assets			
	Automate Financial information through online based quick book subscriptions			
	Preparation of capacity assessment report for admin and finance department			
	preparation of monthly financial statements			
	Develop efficient financial management plans, forecasts, and annual performance reports			
	Develop governance and budgetary control policy			
	Preparation and release of quarterly Auditing reports			

	Preparation and release of annual Auditing reports			
	submission of the annual financial reports to the state house,,BOD,MOPWT,MOF, accountant general, Audit General offices respectively			
	Official release of annual statements			
2.	Review and development of tendering compliance frameworks, strengthened monitoring and evaluation systems			
	To acquire technical staff for tendering and compliance office			
	To acquire technical legal adviser			
	implementation of tendering frameworks and policies			
	advertisement of road tenders and maintenance contracts			
	Staff training for tendering and contract frameworks			
	appoint of tender committee of each projects advertised			
	formulation of monitoring and evaluation frameworks			
	Strengthen supervising and field visits			
3.	To strengthen operation systems, improved communication and advocacy of resource mobilisation			
	Develop procurement frameworks and threshold policy			
	Develop and operationalise disposal and sell off assets policies and guidelines			
	Develop communication strategy			
	Establishment of back up data			
	Establishment of official emails			
	Development of official PHA website			
	Develop conducive enabling environment for community contribution and donor investment			
	Prioritize ways of accumulating extra resources and to mobilize existing resources			
	Establishment of communication office			
	recruitment of communication officer			
	To update to all stakeholders monthly and quarterly, annual progress reports			

## STRATEGIC GOAL 2:

### Engineering departments Capacity Development

In respect with the planning outcomes, this strategic pillar aims, to conduct a routine and periodic maintenance and rehabilitation across the existing Puntland road networks, to preserve the status qua of the paved and the unpaved roads. Despite its core functions, the engineering departments comprises five main sub functions such as department of material testing, quality and standards, department of road planning and engineering, department of road safety, department of road construction and maintenance and department of projects management.

The provision of this routine surveying and periodic maintenance is also planned to cover about 921 km of roads during the first year of the plan. Under this initiatives of strategic outcome 4, it's also aimed that this strategic outcome will improve the accessibility and capacity of road networks in a way that results upgrading of unpaved roads into paved standards, and the possibility of construction of new roads as per financing availability.

	STRATEGIC OBJECTIVES	2022	2023	2024
1.	To Improve the capacity of material testing, quality and standards department			
	Improvement of office clarity and purchase of furniture			
	Development of job descriptions			
	To hire qualified lab expert			
	To train and prepare three material engineer for PHA			
	Development of quality control and assurance standards and policies			
	Development of the department functions and roles			
	Needs assessment reports for the technical department staff			
	To train and develop the capacity of material testing staffs			
	Renovation of PHA main laboratory office in Garowe			
	Purchase of the needy machinery and important tools for laboratory office			
	To pay the rent fees for the laboratory office in Burtinle			
	To develop laboratory profile and description lab tests, services and fees			



	Upgrade/replace existing old basic material testing equipment			
	introduce latest software for material testing procedures and recording for the Material Testing Laboratory of PHA.			
	To repair and maintain dysfunctional material tests equipments			
	Enhance participatory culture in the planning, implementation and monitoring			
	Review maintenance operation manuals/policies and standards			
	To carry out routine maintenance of the entire road network annually			
	carry out road inventories, conditions and traffic surveys			
	Identification of safety issues			
	Procurement of Axle load control equipment through external support			
2.	To enhance road planning, surveying , designing and engineering capacity			
	Preparation of 921km paved road surveys and data in 2022. ,Bosaso-Galkio, Garowe-Lascano			
	preparation of 234km unpaved road survey and data in 2022. Galkio-Bursalah;Garowe-Godab jiran			
	Assurance and confirmation of Lafa gorayo road surveying data			
	Assess available road maps and initiate the production of updated maps, including the classifications and ownership of roads.			
	Preparation needs training assessment			
	preparation of needs assessment report for surveying and designing capacity			
	Assigning and preparation of annual budgets for fixture of maintenance and surveying machines and tools			
	Strengthening project monitoring and evaluation systems and reports			
	purchase of RTK license			
	Purchase of road mapping and survey drones			
	Purchase of computer set for design and data storage for surveying office			
	Establishment for surveying and designing section			
	Extension of Surveying and designing section functions into collection and storage of road data			
	Segregation of duties for Surveying and Design section			
	To ensure optimized ICT and communications systems for SD section			

	Establishment for a process of frequent review of design standards to incorporate technological advances and best practices.			
	Capacity building and training of staffs			
3.	To improve of road construction and maintenance department			
	Preparation of needs assessment reports for PHA construction and maintenance machines			
	Preparation of needs assessment reports for heavy construction assets			
	Assurance that standards are adequately outlined for both equipment and labor- based methods			
	Preparation of needs assessment reports for the situation for PHA workshops in Garowe,Qardho and Xarfo			
	Formulation of prioritized maintenance programs and budgets			
	preparation of periodic road maintenance plan			
	To carry out routine maintenance of the entire road network annually			
	To carry out periodic maintenance on 814km of paved roads by 2022. Bosaso-Galkio; Garowe-Lascano;Ceeldahir-Baran			
	To carry out periodic maintenance for 234 unpaved roads. Galkio-Bursalah;Garowe-Godabjiraan.			
	To carry out periodic 500km pothole repair works in 2022. Bosaso-Qardho;Qardho-Garowe ,Xarfo-Bacadweyn.			
	Cutting off the plants grown on the sides of the main tarmac yako-qayaadsame ,Birta dheer-Jalam in 2022,			
	Select and assess potential local Public Private Partnerships (PPP) available in the area			
	Identify and facilitate the rehabilitation of the worst section along the main Bosaso – Galkacyo road			

## STRATEGIC GOAL 3.

### Road projects and contract management capacity Development

Under this strategic pillar, a various activities is expected to implement, including the formalization of public roads acts, and to review harmonize of any existing legal frameworks of the institution, including project procurements, implementation procedures and the development of roads accident and vandalism protection policies. It's also aimed to set the monitoring and evaluation framework mechanisms during the strategic plan period. Monitoring and evaluation function will be the critical component of this strategic direction as it envisages performance standards of the programs planned. The main activities include assessing the progress and impacts led by the strategic interventions and to define the key performance indicators of the plan.

STRATEGIC OBJECTIVES		2022	2023	2024
1.	Improve and strengthened project management capacity			
	Employment of procurement and legal officer			
	Develop/implement technical standards, specifications and design norms to be adopted by PHA in all projects			
	Employment of technical project management specialists			
	Strengthening accountability systems			
	Reviews/update existing procumbent frameworks ,tendering requirement and quality standards			
	Evaluation of local contractors capacity for project implementation			
	Employment of experienced technical site supervision engineer			
	Enhance and develop the capacity of project management section			
	acquire staffs for project management section			
	provision for project management and mechanisms training			
	acquire public relation and community mobilizers			
	preparation of impact assessment reports upon the completions of roads project			
2	Review and Develop procurement standards, tendering procedures and legal frameworks			
	Enhance the Engineering Department, focusing on tender preparation and evaluation			

Awarding of roads contracts, contracts and claim management			
Review, clarification, amendment and synchronization of road laws and acts, especially Law 7 and Law 18			
formulation of monitoring and evaluation matrix			
Strengthening supervision and field visits			
Train private sector construction companies to enforce these standards in all projects.			
Develop/implement vehicle Classification and Registration departments to regulate and control this sector			
Introduce appropriate legislation with regard to land acquisition, protection of the road reserve, setting standards and regulations.			
Development of regulations, procedures, codes, standards and specifications to be applied consistently in Puntland			
Assurance that standards include appropriate environmental impact assessment and mitigation requirements.			
Assurance that road reserve widths are well defined and legislation allows them to be established.			
Support implementation and establishment of the BOD Legal Act			

## STRATEGIC GOAL 4 : Relationship building and Stakeholder Engagement

The roads development is inheritably global, and institutions contribute through networks and partnership with its local stakeholders and through partnering with development players. The Puntland Highway Authority shall be committed to focus on network orientation and to create strong relationships with both local agencies, private business and international partners to enhance and promote PHA operational excellence.

In the individual level, PHA aims to establish technical service networks with qualified roads development experts in Somalia and around the world, to foster research and highways development activities such as planning and supervision.

In the institutional level, PHA aims to establish operational relationships with policy development partners, and with local contractors, and district level administrations in the form of signing Memorandum of Understanding (MOU), on technical collaborations such as roads rehabilitation and development initiatives. The body also aims to promote networks and global engagement with local and international organizations, NGOs and infrastructural development agencies which are relevant with our scope of work.

	Strategic Objectives	2022	2023	2024
1.	Develop approaches of engagement to stakeholders and networks			
	Create sustainable communication channel for UN,international NGO and local partners			
	Build strong relationships and sign MOU, MOA, roads development partners in and outside Somalia.			
	Identify and invest strategic international alliance in regard with roads development initiatives in particular those that brings multi disciplinary agenda			
	Create institutional level strategic partnerships that results greatest opportunity for our staff mobility programs, growth and develop and research as well.			
	Enhance of our partnership with local and international agencies, NGO, and any other institutions deemed with roads and infrastructural activities			
	Collaborate with local relevant public institutions mandated for public infrastructure and development			
	Strengthen the relationship between local communities and PHA			



A group of six men are standing in a desert landscape under a clear blue sky. They are positioned in front of a large, light-colored concrete structure, possibly a dam or a large pipe. The ground is sandy and rocky. One man on the left is gesturing with his hands. Another man in the center is wearing a bright orange safety vest. The overall scene suggests a construction or inspection site in an arid environment.

# CHAPTER FIVE

**CROSS CUTTING ISSUES,  
IMPLEMENTATION & MONITORING**

## 5.1 Institutional Challenges

Throughout its existence, Puntland Highway Authority still faces numerous challenges which have hampered some development agendas of the institution.

The fundamental challenges that PHA currently faces are the lack of an adequate funding for investing in roads infrastructures, engineering facilities and well-functioning laboratories, with technical capacity development.

The institutional challenge also includes the research conduct capacity and the in existence of research infrastructure such as well sophisticated technical labs and enabling environment of data extraction and reliability. Though government subsidy and fuel levies, PHA have made recent critical progress in sustaining mega rehabilitation road projects across Bosaso-Galkio corridors. The issue of adequate funding and restructuring institutional capacity enhancement remains fundamental challenge. Another strand of institutional challenge is the shortage and shrinking of human capital, more particularly technical specialists which could hinder engineering progress of the institution. Puntland government and development partners as well should have to find ways to partner with local partners and any other stakeholders to trickle down the issue of funding and further develop human capital investment of the body.

Beyond the limitations raised, this strategic initiative drafted by the Puntland highway Authority also aims to strengthen directions for accumulating extra resources of funding and envisions short-term resource mobilization strategy. During the consultation work-shop of this strategic road map, participants raised their concerns and pressed the institution to do its best to find an adequate channel of finance and resource allocation as well.

Finally, PHA needs to push forward sustainable development strategy in to various areas such as research, facilities development and resource mobilization through strict campaigns and cooperation with the government and development partners as well.

## 5.2 Implementation and Monitoring of the strategic plan

The Puntland highway Authority (PHA) shall continuously monitor the progress and implementation of the strategic plan. This strategic plan lays the foundations for the activities to be made in the next three-year plan and the specific steps to be taken. Most of the directed objectives and activities will be implemented in between 2022-2023.

These activities will serve as the cornerstone for the planned activities and in line with the target timeline. The activities and key specific objectives are mostly interconnected and failure to achieve any one of them will have a negative impact on the realization of the strategy goals, thus the understanding and implementation of these strategic objectives by the respective units and departments of PHA institution will be fundamental to success.

One of the main pillars omitted on this strategic plan was the construction of a new compound which is modernized and well equipped to serve institutional needs, and so the lack of funding to this major goal will be an overwhelming challenge.

For the implementation of this strategy, the board of directors of the body will take oversight responsibility while the PHA executive management will do its utmost to implement this strategy, and therefore will form a task force committee and internal unit as well, to oversee the implementation of this strategy and to define the framework matrix and evaluation.

## 5.3 Resource mobilization

While Puntland Highway Authority financially relies on Puntland tax revenue and support, expanding the source of income generation will remain inevitable in the 2022-2024 strategic road map of the body. With the focus of initiating road development programs PHA leadership have the intension to create conducive collaboration with regional development partners, and to find ways of creating sustainable financing window to the new initiatives and further improve existing service delivery.

The institution will remain committed to the reform agenda of financial systems and reporting standards, and to increase the efficiency of operational activities and better enhance public trust and confidence of the its stakeholders.



## 5.4 STRATEGIC PLAN IMPLEMENTATION AND BUDGET MATRIX

### Strategic Goal 1: Administration Department Capacity Development

#### Strategic Issues:

#### Strategic Objective 1: Operationalise an effective governance structures, HR policies, and financial management systems.

Activities	Expected output	Indicator	Responsible person	Budge			
				2022	2023	2024	Total
1. Improve and better design effective governance structure of PHA	Functioning institutional structure	# Governance charts mapped	Executive office				
2. Establishment of BOD members	Responsible and functioning BOD	#Number of policies and decisions made by the BOD	State house MPWT/ Executive office				
3. Conduct staff performance appraisal ,reform and grading levels	To understand performance rates and career levels of staff	##performance systems used #HRMS #mechanisms used for employees appraisal	HRM director/ executive office				
4. Preparation of training needs assessment of all PHA staff	To understand the extent of training and development required	#drafts published	HRM director/ executive office				
5. staff acquisition through open external sources.	To get a number of qualified staff required by need	#number of staffs employed	HRM/executive office				

6. Foster a culture of accountability and benchmarks and of professional development and dynamics	To create an enabling environment of work and sense of responsibility	#convergence of leadership and staff	Executive office				
8. Develop and implement on the job training programs	To enhance the capacity of staff through on the job trainings	#Number of trainings provided # Policies drafted	HRM/director/ executive office				
9. Automate Staff attendances using modern SRP machines	To strengthen staff attendance of the work through automotive systems	# systems applied					
10. Job descriptions among the departments and staff as well	To segregate the duties of the staff and each department	#policies and guidelines developed # governance charts drafted # trainings given to staffs	HRM director/ executive office				
11. Develop sustainable staff exchange and mobility programs	To increase staff experience and learning approaches	#Employees network # number of study tours #staff wellbeing and satisfaction	HRM director/ executive office				
12. Develop conducive enabling environment for community contribution and donor investment	To create a climate of appreciation and ownership from the public, to invest road projects	# stakeholders engagement plans #number of meetings held #minutes drafted	Executive leadership				
13. Review organizational manuals, code of conducts and office organization frameworks	To harmonize and develop an existing organizational manuals, code of conducts, and frameworks	#policies and guidelines announced # staff knowledge in regard with job rules and regulations	HRM director/ executive office				

14. formulation of PHA human resource polices	To develop sound HRM polices that are relevant to the context of the institution	#Policies drafted # number of decisions made	HRM director/ executive office				
15. formulation of good governance frameworks	To develop well defined, transparent good governance mechanisms	# number of policies drafted and passed by the executive	Executive office				
16. Segregation of duties among admin and finance office	To segregate the duties of the staff and each department	#policies and guidelines developed # governance charts drafted # trainings given to staffs	HRM director/ executive office				
17. appointment of procurement officer	Employment of qualified Procurement officer	# staff attendees #number of hours worked	HRM director/ executive office				
18. Appointment of treasury personnel	Employment of qualified treasury personal	# staff attendees #number of hours worked					
19. Automate Financial information through online based quick book subscriptions	To have reliable and secure financial information	# data base systems used #number of back ups made	Finance director				
20. Preparation of capacity assessment report for admin and finance department	To find a reliable source of information about the department in regard with staff capacity, levels and performance report	# final draft of the assessment	Finance director/ executive office				
21. preparation of monthly financial statements	To have reliable and secure monthly financial information	# monthly financial statement reports	Finance director				
22. Develop efficient financial management plans, forecasts, and annual performance reports	To have reliable and efficient financial information analyses	# Financial projections prepared	Finance director				

23. Develop governance and budgetary control policy	Efficient and effective budgetary control mechanisms	# budgetary policies drafted and passed	Finance director/ executive leadership				
24. Preparation and release of quarterly Auditing reports	Reliable and evidence based audited reports	# reports published	Auditing office				
25. Preparation and release of annual Auditing reports	Final audit reports	# reports published	Auditing office				
26. submission of the annual financial reports to the state house, MOPWT, MOF, accountant general, Audit General offices respectively	To share the financial information to the public	# Reports published	Executive office leadership				
27. Develop TOR for PHA internal Auditor	To develop job descriptions for internal office	# job descriptions developed	HRM director/ executive office				
28. Official release of annual statements	The publics informed	Final reports released	Executive office				

### Total Objective (SO) 1:

### Strategic Objective 2: Review and development of tendering compliance frameworks, strengthened monitoring and evaluation systems

Activities	Expected output	Indicator	Responsible person	Budge			
				2022	2023	2024	Total
To acquire technical staff for tendering and compliance office	Employment of qualified Procurement officer	# Staff attendance # hours of work	HRM director/ executive office leadership				
implementation of tendering frameworks and policies	Strengthening procumbent systems and know-how of staffs	# continues audits made # number of inductions implemented	M & E Executive office leadership				

advertisement of road tenders and maintenance contracts	To oversee tenders process and enhance transparency and accountability	#number of contracts advertised	Procumbent office/executive office leadership				
Staff training for tendering and contract frameworks	Enhance the capacity of the staff for procumbent and tendering frameworks	#number of trainings conducted # inductions provided	HRM director/ executive office				
appoint of tender committee of each projects advertised	Enhancement of transparency and accountability	# decision making process	Executive office leadership				
formulation of monitoring and evaluation frameworks	Monitoring and evaluation matrix	# M& E policies drafted	M&E director/ executive office				
Strengthen supervision and field visits	Efficiency and quality of projects is strengthened	# number of visits made	M&E director/ executive office				

### Total for Strategic Objective (SO) 2:

### Strategic Objective 3: To strengthen operation systems, improved communication and advocacy of resource mobilisation.

Activities	Expected output	Indicator	Responsible person	Budge			
				2022	2023	2024	Total
1. Develop procurement frameworks and threshold policy	Effective procurement framework and threshold policy	# procurement documentations and policies	Procurement director/ executive office				
2. Develop and operationalise disposal and sell off assets policies and guidelines	effective sell-off strategy	#Guidelines and conditional procedures	Procurement director/ executive office				
3. Develop communication strategy	Well defined communication strategy	# policy document	Procurement director/ executive office				

4. Establishment of back up data	Well secured financial information	# data base systems used #number of backups made	Finance director				
5. Establishment of official emails	Strengthen communication channels	#Official emails made # number of offices used	HRM director/ executive office				
6. Development of official PHA website	Development of well functioning website	# website domains established	Administration				
7. Prioritize ways of accumulating extra resources and to mobilize existing resources	Development of alternative source of income generations	# number promotions made # proposals developed #public engagement meetings	Executive office leadership				
<b>Total for Strategic Objective (SO) 3:</b>							

## Strategic Goal 2: Engineering Departments Capacity Development

### Strategic Issues

### Strategic Objective 4: To Improve the capacity of material testing, quality and standards department

Activities	Expected output	Indicator	Responsible person	Budge			
				2022	2023	2024	Total
1. improvement of office clarity and purchase of furniture	Office decoration and improvement	#Delivery of furniture #decorations	Administration department				
2. Development of job descriptions	To segregate the duties of the staff and each department	#policies and guidelines developed # governance charts drafted # trainings given to staffs	HRM director/ executive office				
3. To hire qualified lab expert	Efficiency of lab performance	# available staff	HRM depart				
4. To train and prepare three material engineer for PHA	Available qualified technicians	# number of trainings provided	HRM depart				
5. Development of quality control and assurance standards and policies	Development of quality assurance standards	#available guidelines and procedures	Department/ Internal audit				
5. Retain and develop quality of material testing staffs	Development of the manpower	#number of trainings provided # promotions made	HRM director				
6. Development of the department functions and roles	Defined roles and responsibilities	HRM					

7. Needs assessment reports for the technical department staff	Comprehensive assessment reports	Final drafts	HRM/executive office				
8. Renovation of PHA main laboratory office in Garowe	Improvement of the laboratory office	#improvement and decorations made	Administration department				
9. Purchase of the needy machinery and important tools for laboratory office	Purchase of latest laboratory machines	#delivery of the machines	Procurement office				
10. To pay the rent fees for the laboratory office in Burtinle	Clearance of the outstanding rental fees	#payments made #payment vouchers	Finance department				
11. To develop laboratory profile	An existing Laboratory profile	# profiles developed	Material testing department				
12. Upgrade/replace existing old basic material testing equipment	Upgrade of the existing testing equipment	# repairs made #purchase of new equipments	Material testing department				
13. introduce latest software for material testing procedures and recording for the Material Testing Laboratory of PHA.	Purchase of testing software	#delivery of the software	Material testing department				
14. To repair and maintain dysfunctional material tests equipments	Functional material tests equipment	# number of tools repaired	Material testing department				
17. Enhance participatory culture in the planning, implementation and monitoring	Creation of space for staff participation for planning	#number of participatory meetings held	Executive office leadership				
18. Review maintenance operation manuals/policies and standards	Development of the existing polices	# number of review meeting held # re-treats held	Department of material testing				
19. To carry out routine maintenance of the entire road network annually	Upgrading of road networks	#km repaired and maintained	Material testing department/ executive office				
20. carry out road inventories, conditions and traffic surveys	Assurance of roads safety and conditions	#number of surveys reported	Material testing Surveying and quality department				



21. Identification of safety issues	Increase awareness of road safety	# Road signs developed	Road safety department				
22. Procurement of Axle load control equipment through external support	Assurance of traffic road safety	#delivery of equipment	Road safety department				

**Total for Strategic Objective (SO) 4:**

**Strategic Objective 5: To Enhance road planning, surveying, designing and engineering capacity .**

Activities	Expected output	Indicator	Responsible person	Budge			
				2022	2023	2024	Total
<ul style="list-style-type: none"> <li>Preparation of 921km paved road surveys and data in 2022. ,Bosaso-Galkio, Garowe-Lascano</li> </ul>	Reliable road data released	# final drafts prepared	Surveying and designing department				
<ul style="list-style-type: none"> <li>preparation of 234km unpaved road survey and data in 2022. Galkio-Bursalah;Garowe-Godab jiran</li> </ul>	Reliable road data released	# final drafts prepared	Surveying and designing department				
<ul style="list-style-type: none"> <li>Assurance and confirmation of Lafa gorayo road surveying data</li> </ul>	Surveying data assured	# discussions held #presentations& drafts reported	Surveying and designing department				
<ul style="list-style-type: none"> <li>Assess available road maps and initiate the production of updated maps, including the classifications and ownership of roads.</li> </ul>	Road maps updated finalized and	# final maps released	Surveying and designing department				
<ul style="list-style-type: none"> <li>Preparation of needs training assessment</li> </ul>	Areas of trainings interventions required	#Number of trainings provided	HRM director/ executive office				

• preparation of needs assessment report for surveying and designing capacity	Understand of institutional work tools need assessment	# number of tools required and purchased	Depart. of surveying designing				
• Assigning and preparation of annual budgets for fixture of maintenance and surveying machines and tools	Availability of adequate budgets for maintenance and fixture	#budgets approved	Finance department				
• purchase of RTK license	Quality of designing	# availability of the license	Department of servi ng and Designing				
• Purchase of road mapping and survey drones	Quality of surveying	#Availability of the drones	Depart. of surveying and designing				
• Purchase of computer set for design and data storage for surveying office	Quality for designing	# availability of the machine	Depart. of surveying and designing				
• Establishment for surveying and designing section under the department	Segregation of duties and downsizing	#establishment and TOR defined	Executive director				
• Extension of Surveying and designing section functions into collection and storage of road data	Enhancement of duties and responsibilities	#Performance reports published	Executive officer				
• To ensure optimized IT and communications systems for SD section	To strengthen utilization of IT systems	# systems and application applied	Surveying and designing department				
• Establishment for a process of frequent review of design standards to incorporate technological advances and best practices.	Strengthening quality of designing and surveying procedures	#procedures and guidelines developed	Surveying and designing department				
• Capacity building and training of staffs	Enhancement of staff capacity and development	#number of trainings developed	HRM director/ executive office				

**Total for Strategic Objective (SO) 5:**

**Strategic Objective 6: To improve of road construction and maintenance department.**

Activities	Expected output	Indicator	Responsible person	Budge			
				2022	2023	2024	Total
<ul style="list-style-type: none"> <li>preparation of needs assessment reports for PHA construction and maintenance machines</li> </ul>	Understand of institutional machinery assessment	# final reports drafted # number of machines required and purchased	Road maintenance department/ executive office				
<ul style="list-style-type: none"> <li>Preparation of needs assessment reports for heavy construction assets</li> </ul>	Understand of institutional heavy machines assessment	# number of machinery assets required and purchased	Road maintenance department				
<ul style="list-style-type: none"> <li>Assurance that standards are adequately outlined for both equipment and labor-based methods</li> </ul>	Standards are followed as per required	# methods and procedures followed	Quality assurance office				
<ul style="list-style-type: none"> <li>Strengthening project monitoring and evaluation systems and reports</li> </ul>	Implementation of standards set out and strengthen of quality systems	# procedural audits made # number of field visits made	M&E department				
<ul style="list-style-type: none"> <li>Preparation of needs assessment reports for the situation for PHA workshops in Garowe, Qardho and Xarfo</li> </ul>	Delivery of assessment reports for work-shops situation	# final draft of the assessment #briefs made	Administration department/ executive office				
<ul style="list-style-type: none"> <li>Formulation of prioritized maintenance programs and budgets</li> </ul>	Availability of budget for annual maintenance programs	# budgets released and passed	Finance director/ executive office				

<ul style="list-style-type: none"> <li>preparation of periodic road maintenance plan</li> </ul>	Strategic work plans for periodic maintenance	# plans drafted and endorsed under the budgets	Road maintenance department/ executive office				
<ul style="list-style-type: none"> <li>To carry out routine maintenance of the entire road network annually</li> </ul>	Operational maintenances conducted	# KM maintained # maintenance work-plans	Road maintenance department/ project management				
<ul style="list-style-type: none"> <li>To carry out periodic maintenance on 814km of paved roads by 2022. Bosaso-Galkio; Garowe-Lascano;Ceeldahir-Baran</li> </ul>	814 km of the paved main road maintained and repaired	#KM repaired # studies conducted	Road maintenance department/PO/ executive office				
<ul style="list-style-type: none"> <li>To carry out periodic maintenance for 234 unpaved roads. Galkio-Bursalah;Garowe-Godabjiraan</li> </ul>	234 km of the unpaved paved main road maintained and repaired	#KM repaired # studies conducted	Road maintenance department/PO/ executive office				
<ul style="list-style-type: none"> <li>To carry out periodic 500km pothole repair works in 2022. Bosaso-Qardho;Qardho-Garowe ,Xarfo-Bacadweyn.</li> </ul>	500 km pothole repairs conducted	#km of potholes repaired	Road maintenance department/PO/ executive office				
<ul style="list-style-type: none"> <li>Cutting off the trees grown on the sides of the main tarmac yako-qayaadsame ,Birta dheer-Jalam in 2022,</li> </ul>	Trees grown on the sides of road cut-off	#Numbers of trees has being cut off	Road maintenance department/PO/ executive office				
<ul style="list-style-type: none"> <li>Select and assess potential local Public Private Partnerships (PPP) available in the area</li> </ul>	Public -private dialogues reached	#number of meetings held #minutes drafted	Executive office leadership				
<ul style="list-style-type: none"> <li>Identify and facilitate the rehabilitation of the worst section along the main Bosaso – Galkacyo road</li> </ul>	Facilitation of the rehabilitation of worst areas of the main tarmac	#KM repaired	Road maintenance department				
<b>Total for Strategic Objective (SO) 6:</b>							

### Strategic Goal 3: Road projects and contract management capacity Development

#### Strategic Objective 7: Improve and strengthened project management capacity

Strategies	Expected output	Indicator	Responsible	Budge			
				2022	2023	2024	Total
1. Employment of procurement and legal officer	Acquire of qualified procurement and legal officer	# number of staff employed	HRM/executive office				
2. Employment of technical project management specialists	Acquire of qualified project management specialists	# number of staffs employed	HRM department/ executive office				
3. Strengthening accountability systems	Assurance of accountability systems placed in	# protocols and guidelines developed	Executive office leadership				
4. Reviews/update existing procumbent frameworks ,tendering requirement and quality standards	Procurement frameworks reviewed and updated	# number of discussions made #final version of procurement frameworks developed	Procurement office				
5. Evaluation of local contractors capacity for project implementation	Local contractors capacities assured	# evaluations conducted #meetings held/ assessment conducted	Project management office/executive office				
6. Employment of experienced technical site supervision engineer	Qualified site engineer employed	# staff attendees #inductions provided	HRM department/ executive office				

7. Enhance and develop the capacity of project management section	Capacity of project management section developed	# number of trainings and development conducted # systems developed	Project management office/executive office				
8. acquire staffs for project management section	Qualified staffs acquired	#number of staffs employed					
9. provision for project management and mechanisms training.	Project management training conducted	#trainings provided	HRM department/PO				
10. acquire public relation and community mobilisers	Community mobilisers employed	# employment contract #inductions provided	HRM department/ executive office				
11. preparation of impact assessment reports upon the completions of roads project	Impact assessments conducted	# final drafts #questioners and surveys conducted	Project management office				
Total for Strategic Objective (SO)7:							

## Strategic Objective 8: Review and Develop procurement standards, tendering procedures and legal frameworks

Strategies	Expected output	Indicator	Responsible Budget	Budge			
				2022	2023	2024	Total
2. Awarding of roads contracts, contracts and claim management	Road contracts to be public	# awarding road contract procedures	Procurement and legal office/ executive office leadership				
3. Review, clarification, amendment and synchronization of road laws and acts, especially Law 7 and Law 18	road laws and acts reviewed and updated	# review meetings held #final versions developed	Procurement and legal office/ executive office leadership				
4. formulation of monitoring and evaluation matrix	M&E metrics developed	#M&E index developed	M&E department				
5. Strengthening supervision and field visits	Supervisions strengthened	# number of trainings conducted/field visits	M&E department				
6 Train private sector construction companies to enforce these standards in all projects.	Capacity of private construction companies is developed	# trainings/ protocols provided	Engineering department				
7. Develop/implement vehicle Classification and Registration departments to regulate and control this sector	Vehicle classifications and registration is developed	# number of vehicles registered	Road safety department				
8. Introduce appropriate legislation with regard to land acquisition, protection of the road reserve, setting standards and regulations	Appropriate legislation for road protection is developed	# final draft of the legislation	Road safety department				

8. Introduce appropriate legislation with regard to land acquisition, protection of the road reserve, setting standards and regulations	Appropriate legislation for road protection is developed	# final draft of the legislation	Road safety department						
9. Development of regulations, procedures, codes, standards and specifications to be applied consistently in Puntland .	Appropriate regulation and procedures developed	#final document of transport regulations	Road safety department						
10. Assurance that standards include appropriate environmental impact assessment and mitigation requirements.	Environmental impact regulations developed	# guidelines developed	Road safety department/ project management office						
11. Assurance that road reserve widths are well defined and legislation allows them to be established.	Road reserve widths developed	# protocols established	Road safety department						
12. Support implementation and establishment of the BOD Legal Act	Development of BOD legal act	# Implementation of BOD legal acts	Executive office leadership/BOD						
Total for Strategic Objective 8:									



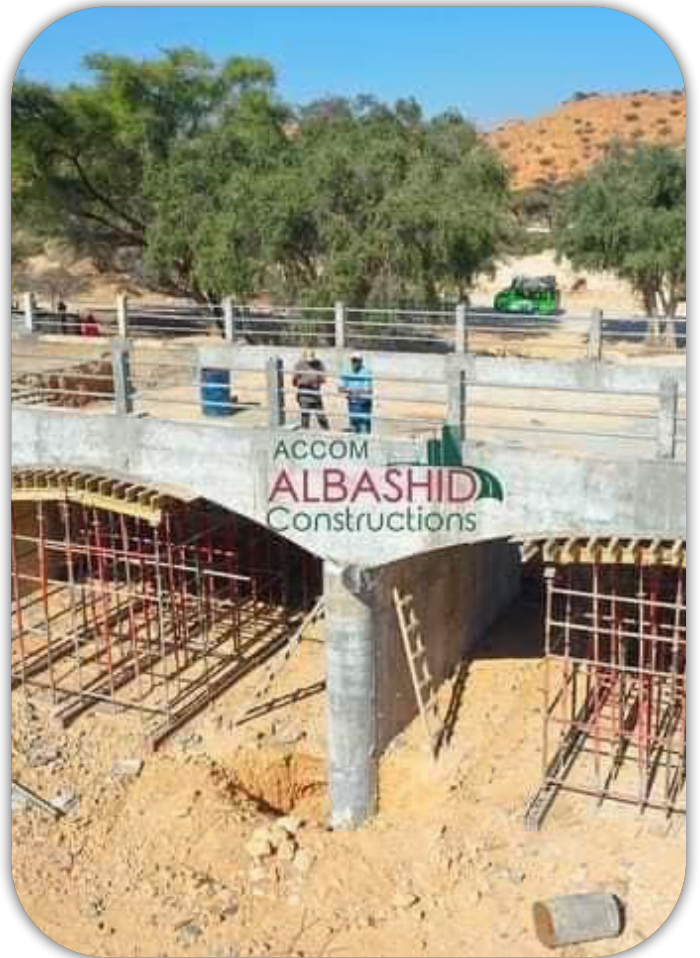
## Strategic Goal 4: Relationship building and Stakeholder Engagement

### Strategic Objective 9: Develop approaches of engagement to stakeholders and networks

Strategies	Expected output	Indicator	Responsible Budget	Budget			
				2022	2023	2024	Total
1. Create sustainable communication channel for UN,international NGO and local partners	Communication channels is created	# contacts for all stakeholders #meetings held	Executive office leadership				
2. Build strong relationships and sign MOU, MOA, roads development partners in and outside Somalia.	Networks for development partners is created	#MOU,MOA signed	Executive office leadership				
3. Identify and invest strategic international alliance in regard with roads development initiatives in particular those that brings multi disciplinary agenda	Strategic roads development initiative is developed	# strategic plans implemented #proposals developed	Executive office leadership				
4. Create institutional level strategic partnerships that results greatest opportunity for our staff mobility programs, growth and develop and research as well.	Staff mobility programs is developed and strategic partnerships is developed	#MOU,MOA signed #networks created	Executive office leadership				

5. Enhance of our partnership with local and international agencies, NGO, and any other institutions deemed with roads and infrastructural activities	Networks for local partners is created	# engagement meetings held	Executive office leadership					
6. Collaborate with local relevant public institutions mandated for public infrastructure and development	Networks for local public institutions is created	# engagement meetings held	Executive office leadership					
<b>Total for Strategic Objective 9:</b>								
<b>Grand Total</b>								









Puntland Highway Authority