



# ANNUAL REPORT 2022

## PUNTLAND HIGHWAY AUTHORITY

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## PUNTLAND HIGHWAY AUTHORITY

Puntland Highway Authority (PHA) is a State Corporation established under law No.18, with the responsibility for the Development, Maintenance, rehabilitation and management of roads in Puntland State of Somalia. The mandate of PHA as defined in the law is the Management, Development, Rehabilitation and Maintenance, supervision and management of roads and highway networks projects throughout the Puntland State of Somalia.



### **Mission**

Our mission is to maintain a safe and durable road system in the Puntland state of Somalia suitable for the economic growth and social mobility



### **Vision**

The vision is to be the most advanced institution in the Horn of Africa that have sufficient capacity to develop and maintain sustainable roads construction projects in Puntland

## 6.0 CORE VALUES

<ul style="list-style-type: none"> <li>• <b>Ethics</b></li> </ul>	<p>The organization disregards any discrimination on race, gender, ethnic, political view, cultural or social belief</p>
<ul style="list-style-type: none"> <li>• <b>Transparency and Accountability</b></li> </ul>	<p>PHA authority will ensure openness in discharge of services and accountable to the government and Puntland citizens for all actions taken</p>
<ul style="list-style-type: none"> <li>• <b>Professionalism and integrity</b></li> </ul>	<p>PHA observes high standards in the discharge of responsibilities and delivery of services ensuring that the obligations of public service supercede personal interests</p>
<ul style="list-style-type: none"> <li>• <b>Safety</b></li> </ul>	<p>PHA intention to develop roads is the primary safety objectives.</p>
<ul style="list-style-type: none"> <li>• <b>Efficiency and effectiveness</b></li> </ul>	<p>PHA will develop, manage, rehabilitate and maintain national roads taking into consideration for effectiveness and efficiency matter</p>

## MESSAGE FROM CHIEF EXECUTIVE OFFICER (CEO)



Dear Stakeholders, it is my pleasure to present PHA's Annual Report and Financial Statements for the year ended 31<sup>st</sup> December 2022. The Authority made significant progress in delivering its mandate despite various challenges. During the period, the Authority completed the first-year review of its 2022-2024 Strategic Plan. The plan provides a road map that will guide the Authority's strategy over the next three years.

The provision of efficient, safe and reliable road network within Puntland State has remained a top priority for Puntland Highway Authority and the Government of Puntland State. The support from the state has enabled the organization to meet its aspirations of National Vision 2063 and the Strategic objectives of the year 2022. The Authority made successful strides towards constructing new roads, rehabilitation of existing roads and maintaining the existing highways and corridors; these improvements and achievements have greatly helped in enhancing seamless movements within Puntland.

The Authority continued to engage the stakeholders in policy and infrastructural development, project identification, project design and implementation to ensure the sustainability of project interventions. The agency took steps in monitoring the implementation of environmental, safety and social safeguards in this ending year projects. The Board of the PHA remained alive to its fiduciary responsibility by ensuring efficient and transparent utilization of resources allocated to the Authority.

I wish to express my sincere gratitude to the President of Puntland H.E Said Deni for his unending support to the PHA which has enabled the agency to meet its objectives. I also offer my appreciation to the Board of Directors and the Agency's management for their invaluable support and contribution during the year. I want to thank the Staff for their dedication and teamwork that enabled us to deliver on our mandate. I thank all stakeholders, including the People of Puntland, Government and Development Partners, for their support which helped us deliver our mandate effectively, the agency is remaining alive to maintain the existing collaborations and partnerships as we request for more support to assist the agency in the development and maintenance of the Puntland roads.

Best regards

Abdifitah Mohamed Sugule  
Chief Executive Officer

## EXECUTIVE SUMMARY

The 2022 Puntland Highway Authority's Annual Report summarizes the Authority's tremendous achievements in building capacity of departments and establishing systems for the organization. It also showcases the prudent management of projects and utilization of the allocated project funds in the last 12 months. The projects and programs implemented during the year are aligned with the 2022-2023 Strategic Plan. The Strategic Plan defines key areas along which the Authority focused on to deliver on its mandate. Revamping the systems and reinventing the technical and administration capacity of the agency's departments triggered tremendous achievements translating to successful completion of over 82% of the planned activities with 14% of the activities on progress recording a near completion projection.

The agency's administration developed capacity and established working systems in the following highlighted areas which are detailed in the following chapters of this report.

### **Road projects management Capacity development**

#### **Institutional soundness, governance system and stakeholders' engagement**

- Administration effectiveness and financial management systems
- Human resource management system
- Strengthened monitoring and evaluation systems
- Development of Information Communication Technology Systems
- Development of procurement standards, tendering procedures, PHA policies and legal frameworks.

#### **Engineering Departments capacity development**

- Materials testing, Quality and standards development
- Engineering road planning department
- Road construction and maintenance department
- Road safety department

The authority developed 11 Strategies for the year 2022 and 147 activities. The planned activities progress status is elaborated in this, indicating the achievements of each department and the executed activities, those on progress and the ones yet to be achieved.



## 1.0 INTRODUCTION

### BACKGROUND INFORMATION

The 2022 Annual Report presents an overview of the operations of the Puntland Highway Authority and an assessment of the degree to which performance targets have been achieved. The Authority's financial accounts and reports of the Auditor are also attached. The Annual Report assesses the financial and technical capacity of the Authority to deliver its mandate given the road network condition. The report has been developed to promote information sharing with the stakeholders and foster collaboration in the delivery of quality and adequate services by the Authority.

PHA remained focused on its mission of supervising and managing national road networks by undertaking various activities aimed at ensuring the availability of quality and adequate roads.

The Authority implemented its mandate along the following key result areas as defined in the Strategic Plan: Development of roads and enhancement of network capacity and quality; securing and preservation of road assets; environment and social sustainability; enhancement of institutional framework and capacity; effective resource mobilization; and leadership and governance.

### 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.

### Core functions of Puntland Highway Authority

Formulation of Plans and designs and ensure development, construction, rehabilitation, reconstruction and maintenance of roads in Puntland.

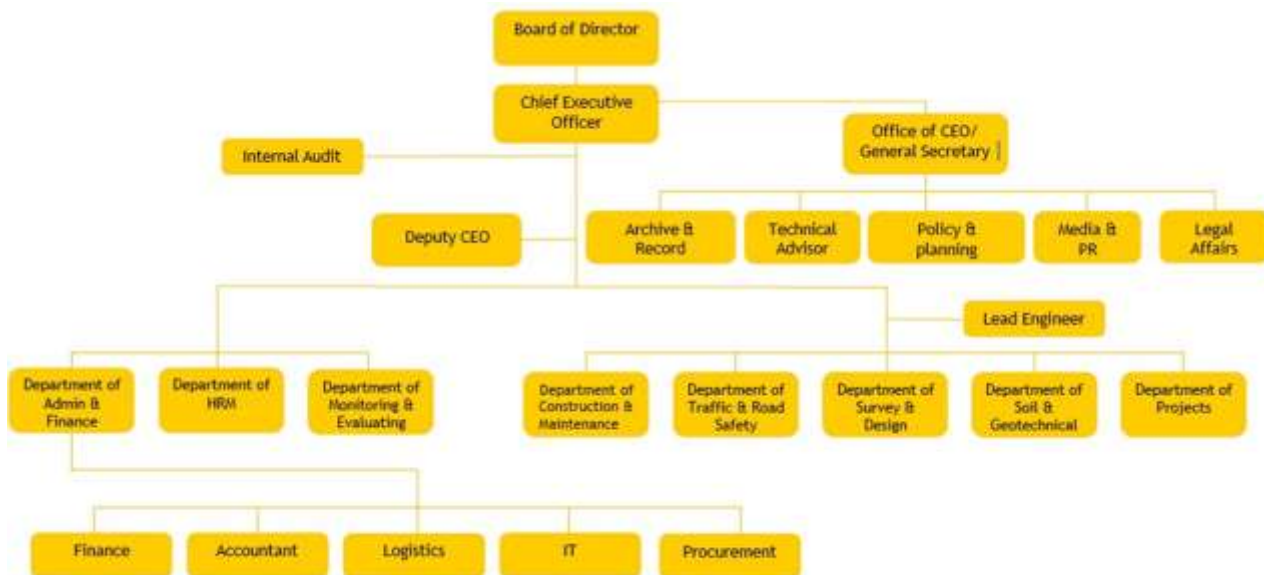
- Development of standards, codes and specifications for roads and highways in Puntland
- Management of Puntland national roads and road right of way including land reserves and access to road site developments
- Implementation of road policies and regulations concerning Puntland national roads, including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

## 1.1 Governance & Organizational Setup

PHA is governed by Board of Directors (BoD) which provides fiduciary oversight and oversees the overall organizational performance and policy development. The board is appointed by the president of Puntland state of Somalia with presidential decree no.15, and is comprised of the following seven members.

1. Minister of Public Works and Transport
2. Minister of Finance
3. Minister of Planning
4. Director General of the Presidency
5. Director General of the State Bank of Puntland
6. Member of Puntland Engineers Association
7. Member of the Puntland Chamber of Commerce

### PHA GOVERNANCE CHART



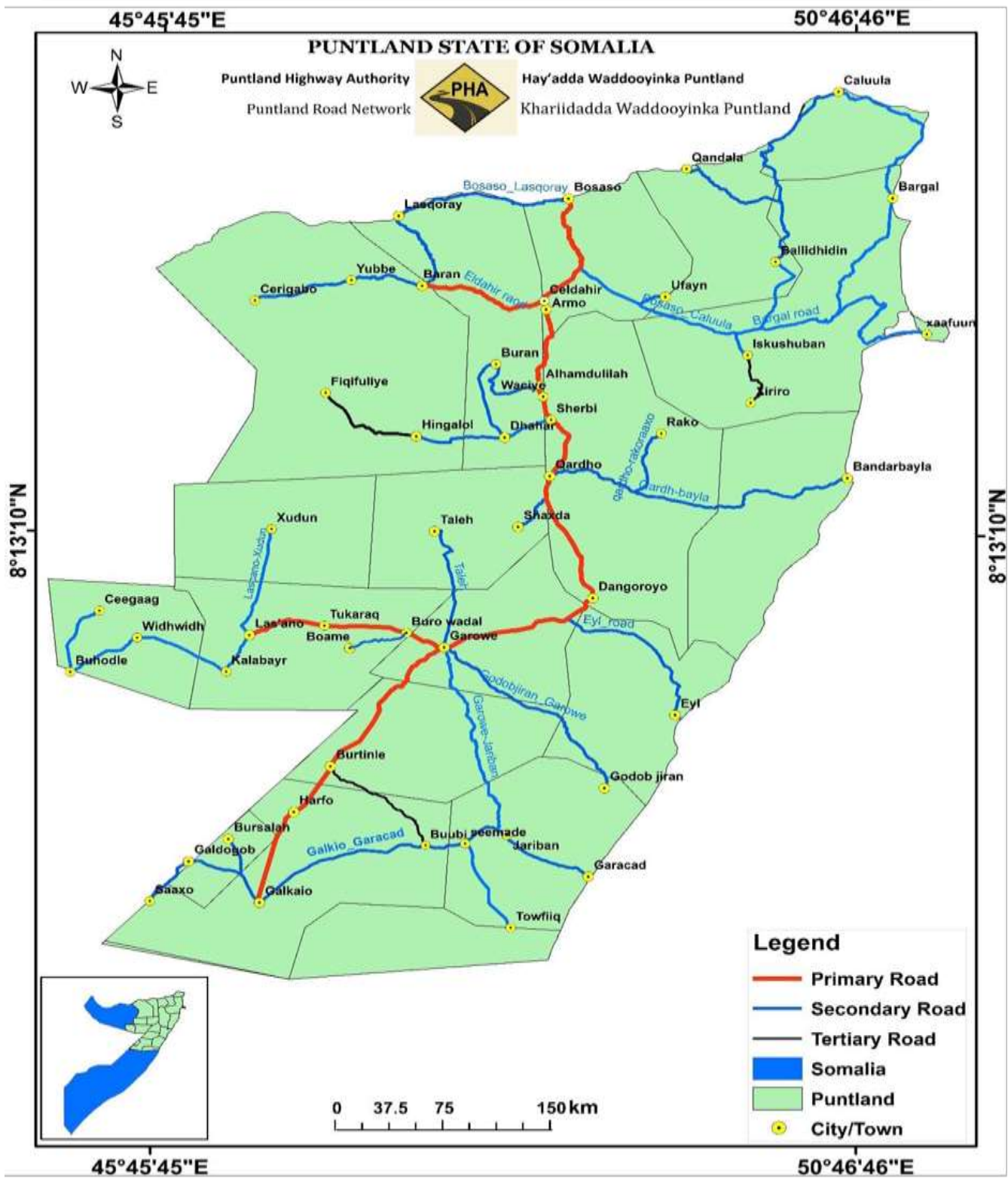
### Management and Technical Staff

The PHA Team comprises a pool of multi-disciplinary talented team with qualifications and experience in diverse sectors including; Engineering, Survey, Lab technicians, Finance, Policy Analysis, Data Analysis, Monitoring and Evaluation, Planning, Security, Communication and Technology among other areas.

**Table 1.1 1: Management & Technical Staff**

No	Staff Name	Title	Academic Level	Year Of Experience	Year of Experience With PHA
1	Abdifitah Mohamed Sugulle	CEO of PHA	MBA, MPP(Master of Public Policy)& PHD Candidate on Governance	15 years	10 Months
2	Abdirizak Mohamed Hayir	Deputy CEO of PHA	BSS (CD)	10 years	3 yrs. and half
3	Abdinor Mohamed Jama	Director of Admin and Finance Depart.	Master finance and Management	25	20 years
4	Eng. Abshir Mohamoud Mosse	Director of Project Department	Bachelor of Construction Engineering	48	24years
5	Abdullahi Farah Hersi	Head Of Archives Record Management	Bachelor of Business Administration	8 years	8years
6	Faisal Sheik Ali Jifojobsade	Director of HRM department of PHA	B A	23 years	9 years
7	Eng-Mohamoud Farah Jama	Director of Road Safety Department	BSCE/MPPM	5 years	3 Months
8	Eng. Mohamud Dahir Said	Director of Road Construction Depart.	Bachelor Degree in Civil Engineering	3 years	6 Months
9	Erick Juma Ouko	Lab & QC Officer	Dip. PPM, Cert Mat.	8 years	2 Weeks
10	Ahmed Mohamed Yusuf	Head of Technical division for PHA Geotechnical and Quality control Dept.	Bachelor Degree Economic and Diploma Soil test	8years	8yrs
11	Eng. Abdimahad Mohamed Farah	Head of Survey and Design Section	Master of Transportation	3 years	1 Month
12	Eng. Said Mohamed Said	PHA Lead Engineer	Laurea in Civil Engineering	30 years	4 months
13	Khadar Ahmed Abdi	General Secretary of PHA	BBA	15 years	15 YEARS
14	Abdirizak Ahmed Nor	Legal and Procurement Officer	PPAM	15 years	1 Month
15	Mohamed Abdirahman Hassan	Communication Officer	BEcon&MBA Candate	8	1Month
16	Ismail Ali Isse	Head of Accounting	MBA/M.tech	8 Years	3 Month
17	Eng. Abdullahi Mohamed Said	Head of Project Department /Project Coordinator	BD/Civil Engineering/BD/PRM	8 Years	4 Months

# 1.2 Puntland Road Network



## Puntland Road Types

Table 1.1 2: Puntland Road types

Road Type	Total Length in KM
Primary Roads	891
Secondary Roads	4541
Tertiary Roads	219

Figure 1.1: Puntland Road Types

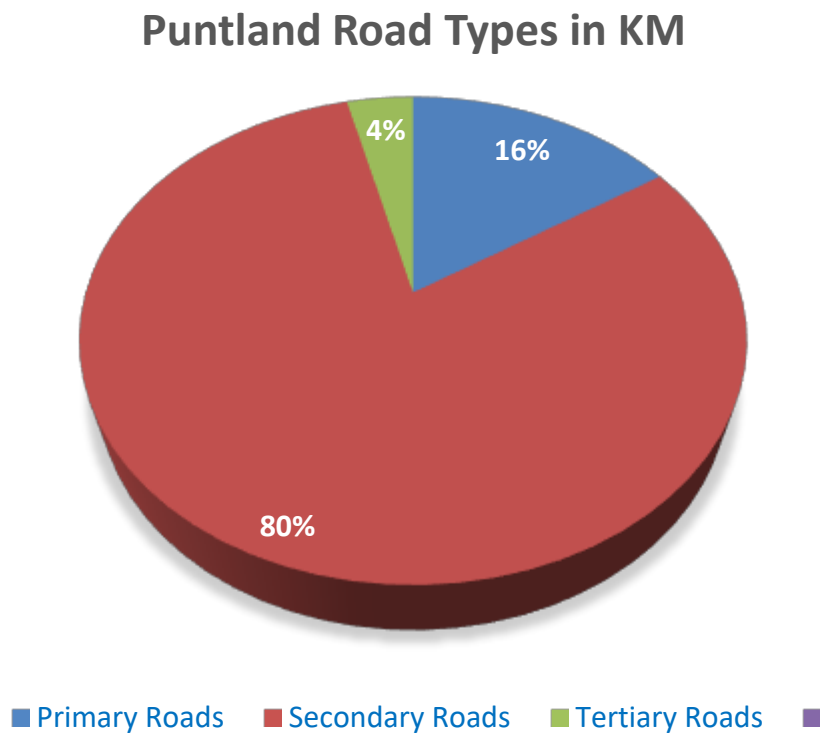


Table 1.1 3: Puntland Road Types Classification

No	Roads		Length(km)			Width (m)	Road type	Existing surface type
			primary	Secondary	Tertiary			
1.	Gaalkacyo	xarfo	70			7.3	Primary	Paved
2.	Xarfo	Burtinle	40			7.3	Primary	Paved
3.	Garowe	Burtinle	120			7.3	Primary	Paved
4.	Garowe	Dangoroyo	108			7.3	Primary	Paved
5.	Laascaano	Tukaraq	49			7.3	Primary	Paved
6.	Garowe	Tukaraq	81			7.3	Primary	Paved
7.	Waaciye	Carmo	70			7.3	Primary	Paved
8.	Qardho	Waaciye	66			7.3	Primary	Paved
9.	Baran	Ceeldaahir	90			7.3	Primary	Paved
10.	Boosaaso	Carmo	100			7.3	Primary	Paved
11.	Qardho	Dangoroyo	97			7.3	Primary	Paved
12.	Gaalkacyo	Galdogob		58		3.65	Secondary	Earth
13.	Gaalkacyo	Jariiban		180		3.65	Secondary	Earth
14.	Seemade	Towfiiq		71		3.65	Secondary	Earth
15.	Gaalkacyo	Bursaalax		75		3.65	Secondary	Earth
16.	Galdogob	Saaxo		44		3.65	Secondary	Earth
17.	Jariiban	Garacad		64		3.65	Secondary	Earth
18.	Garowe	Godobjiran		168		3.65	Secondary	Earth
19.	Garowe	Jariiban		165		3.65	Secondary	Earth
20.	Garowe	Taleex		98		3.65	Secondary	Earth
21.	Garowe	Eyl		208		3.65	Secondary	Earth
22.	Laascaano	Xudun		82		3.65	Secondary	Earth
23.	Laascaano	Kalabayr		32		3.65	Secondary	Earth
24.	Burowadal	Boocame		42		3.65	Secondary	Earth
25.	Kalabayr	Widhwidh		64		3.65	Secondary	Earth

26.	Buuhoodle	Widhwidh		54		3.65	Secondary	Earth
27.	Buuhoodle	Horufadhi		43		3.65	Secondary	Earth
28.	Buuhoodle	Ceegaag		55		3.65	Secondary	Earth
29.	Dhahar	Buraan		66		3.65	Secondary	Earth
30.	Dhahar	Xingalool		61		3.65	Secondary	Earth
31.	Buraan	Alxamdulilah		60		3.65	Secondary	Earth
32.	Dhahar	Sheerbi		35		3.65	Secondary	Earth
33.	Qardho	Shaxda		50		3.65	Secondary	Earth
34.	Qardho	Rako-raaxo		119		3.65	Secondary	Earth
35.	Qardho	B.Bayla		222		3.65	Secondary	Earth
36.	Baran	Laasqoray		85		3.65	Secondary	Earth
37.	Baran	Yube		53		3.65	Secondary	Earth
38.	Baran	Ceerigaabo		122		3.65	Secondary	Earth
39.	Boosaaso	Laasqoray		121		3.65	Secondary	Earth
40.	Boosaaso	Ufayn		125		3.65	Secondary	Earth
41.	Boosaaso	Qandala		389		3.65	Secondary	Earth
42.	Boosaaso	Ballidhidin		254		3.65	Secondary	Earth
43.	Kalabayr	Iskushuban		134		3.65	Secondary	Earth
44.	Kalabayr	Xaafuun		316		3.65	Secondary	Earth
45.	Caluula	Kalabayr		437		3.65	Secondary	Earth
46.	Baargaal	kalabayr		295		3.65	Secondary	Earth
47.	Caluula	Baargaal		142		3.65	Secondary	Earth
48.	Burtinle	Buubi			96	3.65	Tertiary	Earth
49.	Xingalool	Fiqifuliye			75	3.65	Tertiary	Earth
50.	Iskushuban	xiriiro			48	3.65	Tertiary	Earth
<b>Total</b>			<b>891</b>	<b>4,541</b>	<b>219</b>			

### 1.3 PHA Strategic Plan

This report presents the objectives and activities that has been accomplished for the PHA strategic plan in the year 2022, this report act as a status check on the departmental 2022 strategic plans which are slated to close by the end of December 2022.

This Strategic Plan Progress Report dubbed PHA Annual Report is both backward and forward looking. It provides a clear assessment of the progress and challenges. It also outlines the achievements, with the recognition that there are two more upcoming years.

The plan consisted of the following 4 main goals, 11 Strategic Objectives and 147 Activities.

The agency managed to achieve 82% of its set 2022 activities, while 14% are in progress and 4% not achieved.

## 1.4 PHA Goals

- 1 | ADMINISTRATION DEPARTMENT CAPACITY DEVELOPMENT
- 2 | ENGINEERING DEPARTMENTS CAPACITY DEVELOPMENT
- 3 | ROAD PROJECTS AND CONTRACT MANAGEMENT CAPACITY DEVELOPMENT
- 4 | RELATIONSHIP BUILDING AND STAKEHOLDERS ENGAGEMENT

## 1.5 Strategic Objectives

**Strategic Objective 1A:** To strengthen administration effectiveness, and Financial Management System.

**Strategic Objective 1B:** To develop and maintain a Human resource management System.

**Strategic Objective 2:** Development and Strengthened Monitoring & Evaluation Systems.

**Strategic Objective 3:** To develop Information Communication Technology systems.

**Strategic Objective 4:** To improve the Capacity of Material Testing, Quality & Standards Department.

**Strategic Objective 5:** To enhance Road Planning, Surveying, Designing and Engineering Capacity.

**Strategic Objective 6:** To Improve the Capacity of the Road Construction and Maintenance Department, manage gravel road construction projects and management of PHA routine maintenance.

**Strategic Objective 7:** Improve & Strengthened the capacity of the Project Management Department and manage effectively road projects.

**Strategic Objective 8:** Development Procurement Standards, Tendering Procedures & PHA Policies and Legal Frameworks.



**Strategic Objective 10:** To improve institutional soundness and governance system and stakeholders Engagements.

**Strategic Objective 11:** To Improve Puntland Roads Safety and Develop Rules and Regulations of Road Safety.

**Table 1.1 4; Summary for PHA 2022 Strategic Plan**

#	Strategic Goal	Strategic Objectives (SO) 2022
1	STG 1 -Administration Department Capacity Development	SO1A - To strengthen administration effectiveness, and Financial Management System.
		SO1B - To develop and maintain a Human resource management System.
		SO2 - Development and Strengthened Monitoring & Evaluation Systems.
		SO3 - To develop Information Communication Technology systems.
2	STG 2 - Engineering Departments Capacity Development	SO8 - Development Procurement Standards, Tendering Procedures & PHA Policies and Legal Frameworks.
		SO4 - To improve the Capacity of Material Testing, Quality & Standards Department.
		SO5 - To enhance Road Planning, Surveying, Designing and Engineering Capacity.
		SO6 - To Improve the Capacity of the Road Construction and Maintenance Department, manage gravel road construction projects and management of PHA routine maintenance.
3	STG 3 - Road Projects & Contracts Management Capacity Development	SO11 - To Improve Puntland Roads Safety and Develop Rules and Regulations of Road Safety.
		SO7 - Improve & Strengthened the capacity of the Project Management Department and manage effectively road projects.
4	STG 4 - Relationship Building & Stakeholders Engagement	SO10 -To improve institutional soundness and governance system and stakeholders Engagements.

## 1.6 Planned Activities

Under the 11 main strategic objectives, there are over 147 activities which were planned for implementation in the year 2022. To successfully execute and achieve these goals to international standards and applying the key performance indicators (KPI) of the strategy,

the PHA Executive assigned all departments/units with specific strategic objectives for implementation with various activities.

The results from the departmental achievements are herein reported using a Green-Yellow-Red color scheme technique to codify the ranking progress, these color codes are defined as follows:

**Achieved** = Activity has been completed or has been met and the target achieved.

**On Progress** = Progress is performing as expected, but the target been not been achieved yet.

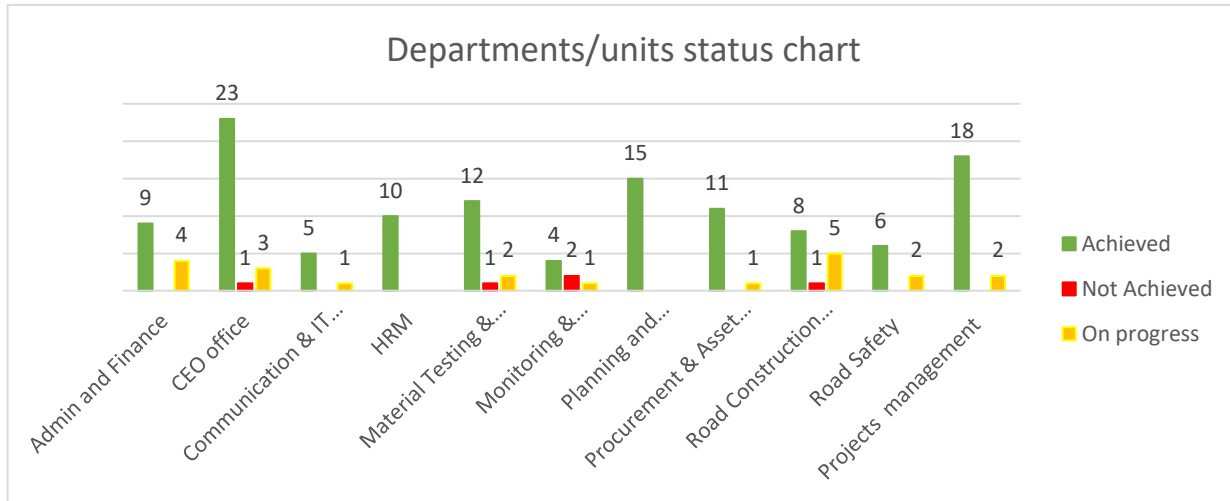
**Not Achieved** = Activity has not been completed or has not been met and the target has not been achieved.

**Table 1.1 5: Total status of 2022 planned Activities**

Responsibilities	Achieved	Not Achieved	On progress	Total Planned Activities
Admin and Finance	9		4	13
CEO office	23	1	3	27
Communication & IT Unit	5		1	6
HRM	10			10
Material Testing & Quality control	12	1	2	15
Monitoring & Evaluation	4	2	1	7
Planning and engineering	15			15
Procurement & Asset Management Unit	11		1	12
Road Construction and Maintenance	8	1	5	14
Road Safety	6		2	8
Projects management	18		2	20
<b>Total</b>	<b>122</b>	<b>5</b>	<b>20</b>	<b>147</b>

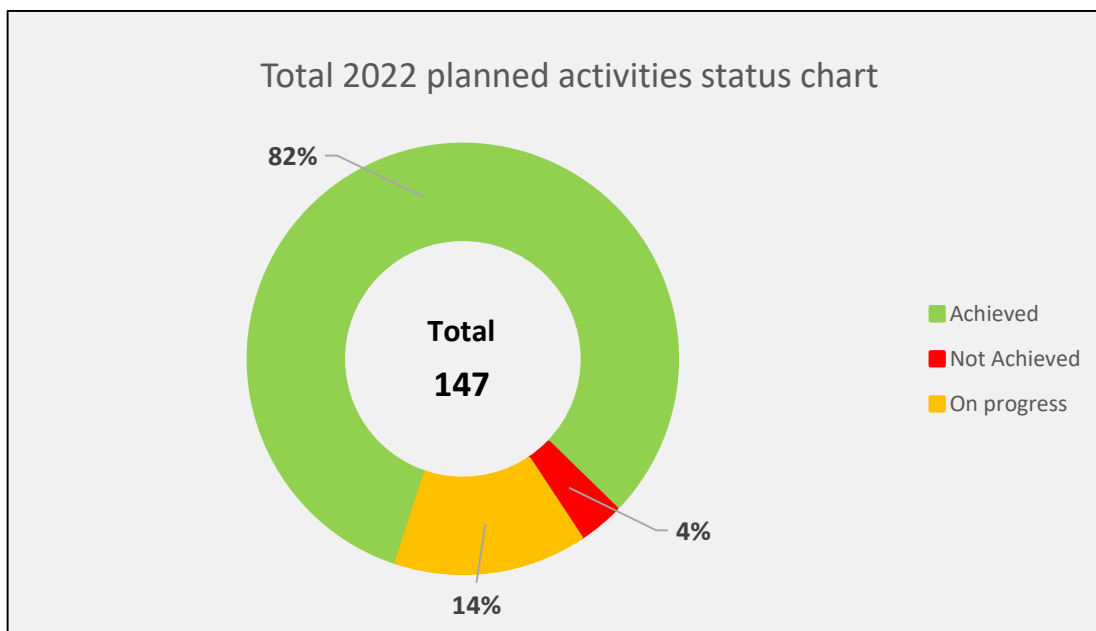
**Figure 1.** This graph Indicates performance progress status for each department/unit, this detail presents level of achieved activities, progress tasks, and those that haven't been achieved in each department/unit. This chart shows highest level of each departments/ unit.

**Figure1. 1. Status Chart of all 147 planned activities for each department/unit**



**Figure 2.** This chart Indicates overall performance progress of PHA’s entire 147 strategic plan activities, these details present the number and percentage of achieved activities, progress tasks, and not achieved activities for PHA’s total planned activities.

**Figure1. 2. Percentage status of total strategic plan activities**



## 2.0 SUSTAINABLE ROAD REHABILITATION PROJECTS REPORT

### 2.1 Road Projects Management Capacity Development

#### Introduction

This report is snapshot about completed fourteen (14) road rehabilitation projects that have been implemented in different sections along the main road that links Garowe to Galkacyo, Garowe to Las'ano and Garowe to Bosaso. This road rehabilitation and reconstruction initiative was entirely funded from Puntland government revenue and was implemented by competent local private contractors under the technical supervision of PHA.

The program commenced on 19th August 2021 and the first phase was completed on 26th July 2022.

#### Context

Even though Puntland state has enjoyed political stability and peaceful with functioning administration, yet subsequent previous administrations did not pay much attention on the deteriorating roads infrastructures in Puntland regions. Bosaso-Galkayo road has endured very poor condition despite being economic artery of Somalia in general, and particularly for Puntland state.

The poor conditions of this road can be ascribed to the age of the road infrastructure, a severe lack of maintenance for decades, and overloading due to insufficient axle-load control. The main problem leading to this severe lack of maintenance of road assets is lack of public sector support for the road networks. This widely damaged road asset has constrained economic growth and social mobility due to high transportation costs and difficult or no access to markets and social services.

The status of the road condition of Galkayo-Bosaso was in emergency level hazard due to combination of factors over aging of the road with tear and wear caused by over loaded vehicle weight, tire wear, unregulated vehicle speed, harsh climate as well as limited maintenance resulting cracks, potholes, rusted pipe culverts, deteriorated condition of bridges, washed embankments, overgrown vegetation and deteriorated side drain canals.

#### Project Description

Given the importance of road networks in regard to people movement and promotion of economic growth. Puntland current administration led by H, E. Said Abdullahi Deni has prioritized for rehabilitation and construction of the roads to improve road transport in Puntland.

The road Rehabilitation and Reconstruction Program aims to improve management of the road infrastructure at the state level and improve transport connectivity for road users in

the targeted sections of Bosaso -Galkayo road for rehabilitation while reinforcing the capacities of Puntland state institutions that manage road infrastructure.

The rehabilitation, reconstruction and construction of Galkayo-Boaso road will improve access to Bosaso port and linkages to other regions both with in Puntland and rest of Somalia. Consequently, the government allocated \$11 million, for this program, the first phase 1 which have been accomplished in 2021 and 20222 through government funding and implemented by local qualified contractor companies under the technical supervision of PHA.

The completed PHASE I activities were maintenance and construction of Galkayo- Garowe main road, Garowe- Laascaanood section and Garowe- Bossaso, addressing the emergency conditions of the road and restoring it to relatively operability normal condition.

The maintenance works comprised; Improving the existing drainage structures and system, repairing of broken road embankments, rehabilitation of 10 bridges, constructing of 82 new concrete culverts, restoration of 78 existing pipe culverts, filling of potholes and constructing and repairing of 9 km surface dressing of carriageway and shoulders and construction of 14km of hot mixed asphalt. In phase 1, the project targeted 8 sections in different parts of Galkayo-Bosaso Road selected on the basis of severity of the damage which were in emergency level.

## **IMPROVING THE MAINTENANCE OF ROADS IN PUNTLAND, AND ENHANCING THE CAPACITY OF THE PHA AGENCY'S CONTRACT MANAGEMENT.**

The Puntland Highway Authority has managed to implement projects including maintenance, development, construction, and surveying of new roads. The details are in the below table: the road projects in Puntland, the cost of their funding, who is implementing them, and where they are going

### **Implemented Projects**

The Table below shows project activities completed

**Table 2.0 1: List of Projects**

#	Project	Contractor	Amount	Status
1	Garowe- Birtadheer 8 Bridges	Kebarco Cons. Co.	\$ 235,000.00	Completed
2	Qiyaadsame 1 Bridge	Albashid Cons. Co.	\$ 670,000.00	Completed
3	Garowe- Falaydhyaale road	Shire Cons.Co.	\$ 329,906.00	Completed
4	Laacdheere- Rabaable Road	Kebarco Cons. Co..	\$ 2,100,020.00	Completed
5	Burtinle- Xaarxaar Raod	Isxilqaan CC	\$ 1,547,407.30	Completed
6	Middigar Road	Albashid Cons. Co.	\$ 1,650,000.00	Completed
7	Xaajikhayr Road	Albashid Cons. Co.	\$ 220,000.00	completed

8	Dalsan Road	Albashid Cons. Co.	\$ 299,500.00	completed
9	Lafagorayo Road	Neksom	\$ 680,000.00	On-Going
10	Kalabayr 45 Culverts Project	Ceel-Daahir Community	\$ 863,500.00	Completed
11	Xarfo- Burtinle Road	Isxilqaan CC	\$ 1,800,000.00	Completed
12	Qayaadsame 3 & 4 Bridges	Albashid Cons. Co.	\$ 114,081.00	Completed
13	Hajikhayr Khayr Two road	Albashid Cons. Co.	\$ 85,919.00	Completed
14	Bursalax-Galkacyo Road	PHA & Community	\$ 520,000.00	On-Going

**Table 2.0 2: Info Graphic Details**

Name of Projects	Cost	Sum of %
Garowe- Birtadheer 8 Bridges	\$ 235,000.00	2%
Qiyaadsame 1 Bridge	\$ 670,000.00	6%
Garowe- Falaydhyaale road	\$ 329,906.00	3%
Laacdheere- Rabaable Road	\$ 2,100,020.00	19%
Burtinle- Xaarxaar Raod	\$ 1,547,407.30	14%
Middigar Road	\$ 1,650,000.00	15%
Xaajikhayr Road	\$ 220,000.00	2%
Dalsan Road	\$ 299,500.00	3%
Lafagorayo Road	\$ 680,000.00	6%
Kalabayr 45 Culverts Project	\$ 863,500.00	8%
Xarfo- Burtinle Road	\$ 1,800,000.00	16%
Qayaadsame 3 & 4 Bridges	\$ 114,081.00	1%
Hajikhayr Khayr Two road	\$ 85,919.00	1%
Bursalax-Galkacyo Road	\$ 520,000.00	5%
<b>Grand Total</b>	<b>\$ 11,115,333.30</b>	<b>100%</b>

Figure 2. 1: Road Projects



Table 2.0 3: Road rehabilitation Type

Road rehabilitation type	Sum of Value	Sum of %
BITUMINOUS SURFACING Cost	\$ 3,099,855.00	27%
Bridge Rehab Cost	\$ 909,510.00	8%
Contingency	\$ 78,500.00	1%
Cost Culverts	\$ 1,748,369.00	15%
Discount	\$ 181,639.63	2%
Diversion Cost	\$ 520,369.00	5%
Genral Road Rehab (Xarfo-Jalam)	\$ 1,800,000.00	16%
Government Tax	\$ 40,000.00	0%
Gravel Road Cost	\$ 1,200,000.00	10%
PRELIMINARY & GENERAL WORKS	\$ 357,005.00	3%
PROTECTION STRUCTURES Cost	\$ 104,910.00	1%
RAOD INVENRTORY	\$ 69,168.00	1%
ROAD EMBARKEMENT Cost	\$ 1,369,288.00	12%
<b>Grand Total</b>	<b>\$ 11,478,613.63</b>	<b>100%</b>

Figure 2. 2: Road Rehabilitation Types



Table 2.0 4: Contractors

Contractor Name	Sum of Amount	Sum of %
Albashid	\$ 3,039,500.00	27%
Ceeldaahir	\$ 863,500.00	8%
Isxilqaan	\$ 1,800,000.00	16%
Isxiqaan	\$ 1,547,407.30	14%
Kebarco	\$ 2,335,020.00	21%
NekSom	\$ 680,000.00	6%
PHA	\$ 520,000.00	5%
Shire	\$ 329,906.00	3%
<b>Grand Total</b>	<b>\$ 11,115,333.30</b>	<b>100%</b>



Figure 2. 3: Contrators Rate

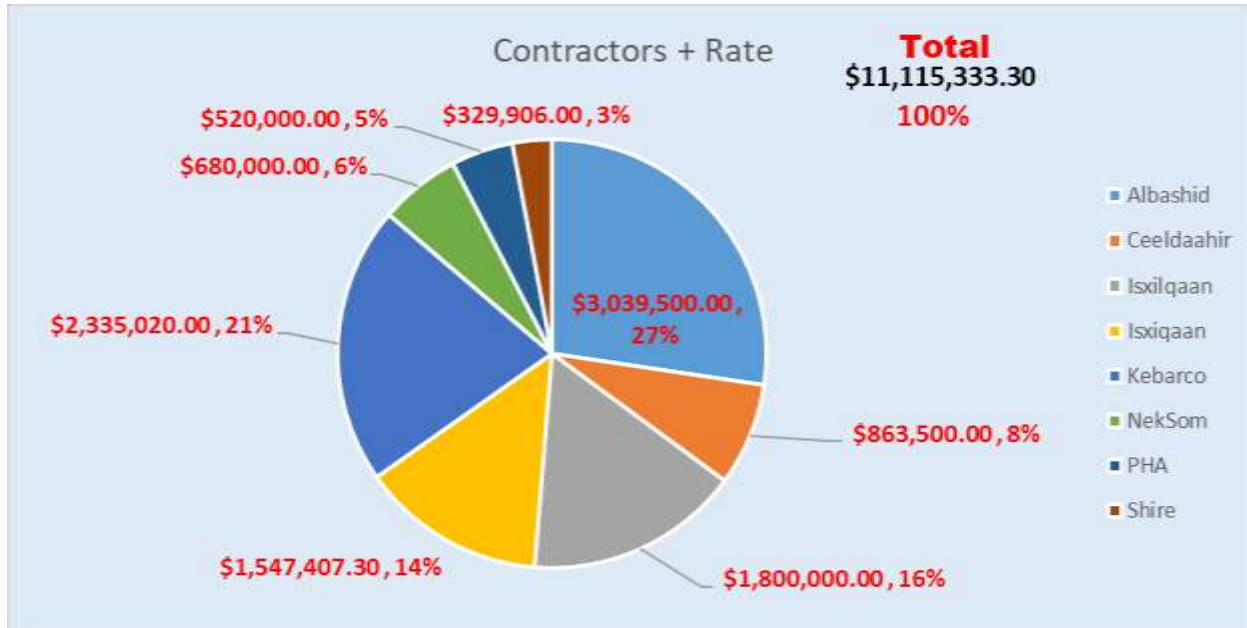


Table 2.0 5: Road Sections

Road Sections	Sum of Amount	Sum of %
A- Garowe- Dangoroyo	\$ 1,650,000.00	15%
B- Dangoroyo- Qardho	\$ 605,419.00	5%
C- Qardho- Carmo	\$ 784,081.00	7%
D- Carmo- Basoso	\$ 863,500.00	8%
F- Garowe- Laascaanod	\$ 329,906.00	3%
G- Garowe- Burtinle	\$ 3,882,427.30	35%
H- Burtinle- Gaalkayo	\$ 1,800,000.00	16%
I- Bursalah-Galkacyo Raod	\$ 520,000.00	5%
I- Lafagorayo Raod	\$ 680,000.00	6%
<b>Grand Total</b>	<b>\$ 11,115,333.30</b>	<b>100%</b>

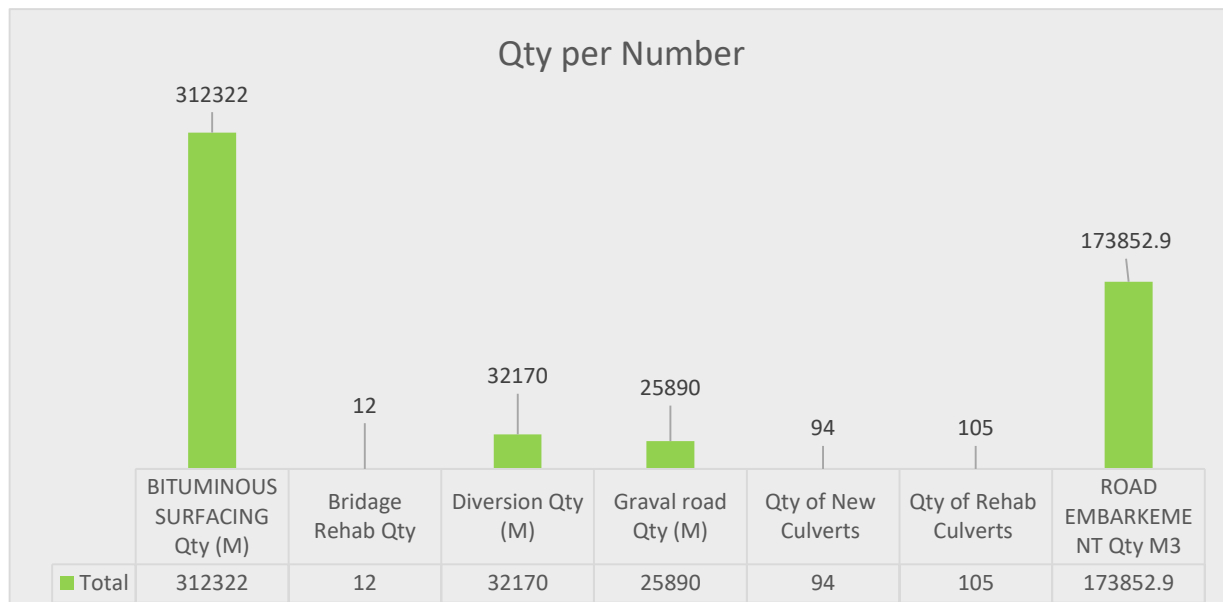
Figure 2. 4: Road Sections



Table 2.0 6: Quantities

Qty	Sum of Number
BITUMINOUS SURFACING Qty (M)	312322
Bridage Rehab Qty	12
Diversion Qty (M)	32170
Graval road Qty (M)	25890
Qty of New Culverts	94
Qty of Rehab Culverts	105
ROAD EMBARKEMENT Qty M3	173852.9
<b>Grand Total</b>	<b>544445.9</b>

Figure 2. 5: Quantity Per Number



## 2.2 Projects Management Department

### Introduction

The Projects Management department is divided into two sections, which include the Supervision & Projects Management, and Special Projects Sections.

### Department Functions and roles

The project management department is responsible for planning and overseeing projects to ensure they are completed in a timely and within budget. The department is also responsible for Managing construction projects undertaken by PHA, by assigning a project manager and project team to manage aspects such as schedule, cost, scope, quality, risk & contract management and also assists Providing supervision and project management support to projects implemented by external partners e.g. contractors, and international NGOs.

The department is also tasked with Developing and adopting project management manuals and documents based on international best practices, Developing and implementing annual/quarterly action plans based on the strategic plan tasks assigned to the section, developing mechanisms for realizing and managing special projects including Public Private Partnership (3P) Projects e.g. Build-Operate-Transfer (BOQ) projects, and crowdfunded projects in addition to Designing and implementing a road construction management system for the execution of planned road construction works.

### Department Strategic Objective

**Strategic Objective 7:** Improve & Strengthened the capacity of the Project Management Department and manage effectively road projects.

**Department Planned Activities**

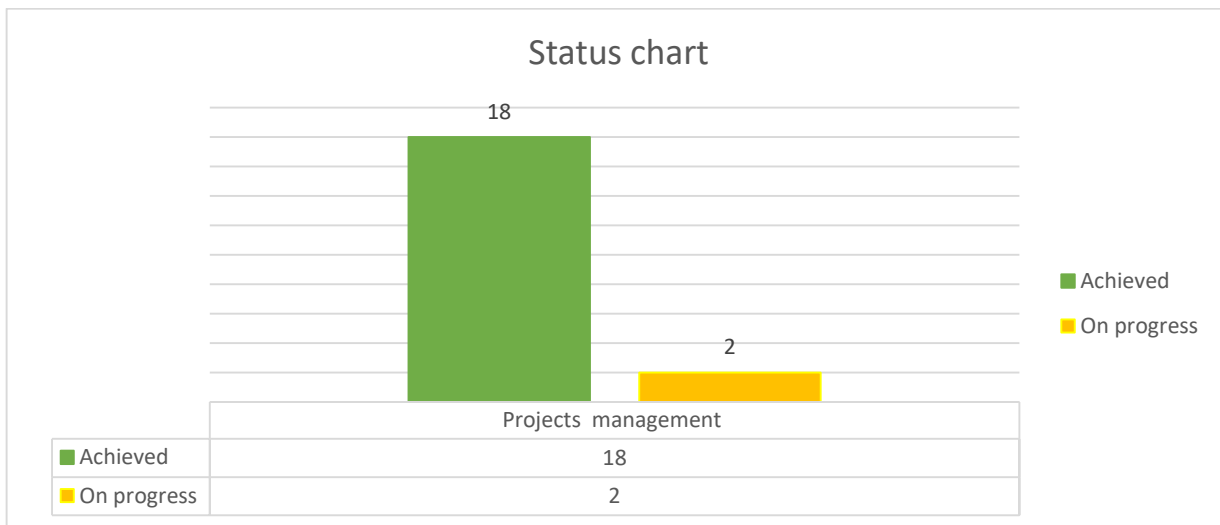
**Table 2.2 1: PROJECTS MANAGEMENT Department annual progress status:**

Strategic Objective 7: Improve & Strengthened the capacity of the Project Management Department and manage effectively road projects.										
No	Activities	Expected Output	Indicator	Responsibility	Percent age %	Progress Status-2022	2022			
							Q 1	Q 2	Q 3	Q 4
1	Evaluation of local contractors' capacity for project implementation	Local contractors capacities assured	# evaluations conducted #meetings held/ assessment conducted	Projects management	100%	Achieved		X		
2	Recruitment of qualified project management staff	Recruitment of Qualified staffs	#number of staffs employed	Projects management	100%	Achieved	X	X	X	X
3	Preparation of impact assessment reports upon the completions of roads project	Impact assessments conducted	# final drafts Impact assessments conducted # final drafts #questioners and surveys conducted	Projects management	50%	On Progress	X	X	X	X
4	Strengthen Projects staff supervision capacity	Efficiency and quality of projects is strengthened	# number of visits made	Projects management	70%	Achieved	X	X	X	X
5	Strengthening project monitoring and evaluation systems and reports	Implementation of standards set out and strengthen of quality systems	# procedural audits made # number of field visits made	Projects management	70%	Achieved	X	X	X	X
6	Development Projects management system.	Management system developed.	#management system	Projects management	80%	Achieved				X
7	Construction 45 Culvert Boosaaso - Kalabayr	Rehabilitation Project completed and final report.	# of rehabilitation work achieved and reported.	Projects management	100%	Achieved	X	X	X	X

8	Construction of Xarfo-Burtinle road project	Rehabilitati on Project completed and final report.	# of rehabilitation work achieved and reported.	Projects management	100%	Achieved				
9	Reconstruction of Qayaadsame 3 & 4 Bridges	Rehabilitati on Project completed and final report.	# of rehabilitation work achieved and reported.	Projects management	100%	Achieved				
10	Rehabilitation of 8 Bridge Garowe-Birtadheer	Rehabilitati on Project completed and final report.	# of rehabilitation work achieved and reported.	Projects management	100%	Achieved				
11	Rehabilitation of Burtinle - Xaar Xaar road	Rehabilitati on Project completed and final report.	# of rehabilitation work achieved and reported.	Projects management	100%	Achieved				
12	Rehabilitation of Bridge Qayaadsame 1	Rehabilitati on Project completed and final report.	# of rehabilitation work achieved and reported.	Projects management	100%	Achieved				
13	Rehabilitation of Dalsan road project	Rehabilitati on Project completed and final report.	# of rehabilitation work achieved and reported.	Projects management	100%	Achieved				
14	Rehabilitation of Garowe - Faliiryaale Road	Rehabilitati on Project completed and final report.	# of rehabilitation work achieved and reported.	Projects management	100%	Achieved				
15	Rehabilitation of Laacdheere-Rabaable Road	Rehabilitati on Project completed and final report.	# of rehabilitation work achieved and reported.	Projects management	80%	Achieved				
16	Rehabilitation of Lafagorayo road projec	Rehabilitati on Project completed and final report.	# of rehabilitation work achieved and reported.	Projects management	35%	On Progress				
17	Rehabilitation of Middigar road	Rehabilitati on Project completed and final report.	# of rehabilitation work achieved and reported.	Projects management	100%	Achieved				
18	Rehabilitation of Xaji-kheyrr road	Rehabilitati on Project completed	# of rehabilitation work achieved and reported.	Projects management	100%	Achieved				

		and final report.							
19	Road Maintenance and reconstruction Culverts at Hajikhayr 2 Spot	Rehabilitation Project completed and final report.	# of rehabilitation work achieved and reported.	Projects management	100%	Achieved			
20	Enhance and develop the capacity of project management section	Capacity of project management section developed	# number of trainings and development conducted # systems developed	Projects management	100%	Achieved			

Responsibilities	Achieved	On progress	Total Planned Activities
Projects management	18	2	20
<b>Total</b>	<b>18</b>	<b>2</b>	<b>20</b>



## Department Systems

The systems under the department of Projects Management are listed in the table below;

Table 2.2 2: Department systems

No	Department/Units	System (s) names	Systems Policy/Manuals	System Building status
1	Projects Departments	<ol style="list-style-type: none"> <li>Ms. Project Management System</li> <li>Excel-Projects financial management</li> </ol>	Contracts format Supervision and Contract Evaluation Manual for Road Works –Kenya development.	-System is Developed

		3. Projects Reports (forms) 4. IPC Excel		-Manual under development
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## Department Activities Highlights

### 4.1 Garowe- Birtadheer 8 Bridges

On 18th September, 2022, the government of Puntland has contracted Kebarco Construction Company the implementation of eight construction pipe culverts from Garowe to Birtadheer under agreement reference no. KDH/006.

The government of Puntland Has financed to the Project in a cost of \$120,000 and planned timed to the whole project activities in three months.



### 4.2 Qiyaadsame 1 Bridge

The Puntland Government has tasked Albashid Construction Company to undertake the assessment of the damage, design and finally contracted rehabilitation works of four bridges in Qayaadsame under agreement reference no KDH/005 dated on 17th September, 2021 and KDH/10 dated on 10th March 2022.

The President of Puntland, H.E. Said Abdullahi Deni has laid the foundation stone of the bridge and financed in a budget of \$784,081.



#### 4.3 Garowe- Falaydhyaale road

Under agreement reference no KDH/007 the Government of Puntland of Somalia has contracted Shire Construction Company the implementation of surface dressing and pothole repair works for the Garowe - Falayryale road section in Falayryale village area, Sool region.

Shire Construction Company has been completed the implementation of the project in a cost of \$329,926,000 within four (4) months of period.



#### 4.4 Laacdheere- Rabaable Road

On January 01, 2022, PHA signed a contract with KEBARCO for the reconstruction and rehabilitation of a Laacdheere to Rabaable road in a cost of \$2,100,000. The road is paved for its entire length and traverses three districts of Garowe, Burtinle and Galkacyo. The total length of the road is 14km which locates Garowe - Galkacyo corridor section.





19 Sep 2022 12:07:27  
8.3175N 48.3434E



25 Sep 2022 11:56:45  
8.3147N 48.3435E



#### 4.5 Burtinle- Xaarxaar Raod

This agreement (Contract) was made on 6th June 2022 between the Puntland Government of Somalia represented the by Puntland Highway Authority (PHA) “hereinafter referred to as “the Employer” on one-part and Isxilqaan Construction Company. In the cost\$1,547,407.30



#### 4.6 Middigar Road

Under agreement reference no KDH/004 the Government of Puntland of Somalia has contracted Albashid Construction Company the implementation of re-construction and rehabilitation works for the Middigar road section in Sinujif village area, Nugal region.

Middigar road stretches around nine-kilometer-long sealed road starting the east of the Sinujif village, 754 meters off the Madigar hotel (Refer chainage 0+000 at Culvert No-1) and ends near Qal-Qalooc water well (chainage 9+000 at Culvert No-44). The road is part of the national artery road for the state of Puntland connecting the port and commercial city of Bossaso to main cities of Puntland including the capital city of Garowe and rest of the somali states and regions. The road was built by the Italian contractor between the 1988 - 1989 and since after the over 30 years on it is usage the road did not receive the routine maintenance or reconstruction and sealing surface



#### 4.7 Hajikhayr Road

On 30th November, 2021, the Ministry of Finance of Puntland signed a contract with Albashid Construction Company under agreement reference no KDH/008 and KDH/09 for Hajikhayr road rehabilitation. The MoF has financed to the Hajikhayr road in a cost of \$305,919.



4.8

#### 4.8 Dalsan Road

On August 25, 2022, PHA signed a contract with ALBASHID for the reconstruction and rehabilitation of a Dalsan road in a cost of \$299,500.00.



#### 4.9 Lafagoroyo Road Rehabilitation Project

On August 14, 2022, PHA signed a contract with National Engineering & Construction Corporation for the reconstruction and rehabilitation of a Lafagoroyo road in a cost of \$680,000.00



#### 4.10 Kalabayr 45 Culverts Project

The Government of Puntland, represented by the Ministry of Finance, have signed contract No. KDH/003 with Eldahir-Erigabo Road Committee on 18th of September 2021 to carry out the reconstruction or rehabilitation works for 45 pipe culverts from Bossaso to Kalabayr Village of Bari region. The total length of road to be covered under this agreement is 48 km of the Trunk Road connecting the Port and Commercial City of Bossaso passing through many major cities in Puntland including Garowe, the capital of the Federal State of Puntland. The Ministry of Finance of Puntland has finance to the project in a budget of \$863,500 from government fund.



#### 4.11 Xarfo- Burtinle Road

This agreement (Contract) between the Puntland Government of Somalia represented the by Puntland Highway Authority (PHA) “hereinafter referred to as “the Employer” on one-part and Isxilqaan Construction Company. In the cost\$1,800,000.00



#### 4.12 Qayaadsame 3 & 4 Bridges

The Puntland Government has tasked Albashid Construction Company to undertake the assessment of the damage, design and finally contracted rehabilitation works of four bridges in Qayaadsame on the cost of \$ 114,081.00.



#### 4.13 Haji-khayr two road

PHA signed a contract with ALBASHID for the reconstruction and rehabilitation of a Haji-khayr two road in a cost of \$ 85,919.00



#### 4.14 Bursalax - Galkacyo road

PHA implemented the road project of bursalah with 26km in cost of \$520,000 and together PHA and Bursalah Community paid the cost of this project



2	Reconstruction and Rehabilitation of Kalabyr road project													
3	Reconstruction and Rehabilitation of Haji Khayr - Shiire project													
4	Reconstruction and Rehabilitation of Xaar Xaar - Jalam road													
5	Reconstruction and Rehabilitation of Garowe - Faliiryaale road													
6	Reconstruction and Rehabilitation of Sinujiif - Dangoroyo road													
7	Reconstruction and Rehabilitation of Haji Khayir - Qardho road													
8	Reconstruction and Rehabilitation of Qardho - Waciye road													
9	Reconstruction and Rehabilitation of Waciye - Camo road													
10	Reconstruction and Rehabilitation of Camo - Bosaso road													

## Socio-Economic Impact

**Maintenance costs:** Road users, particularly drivers and transport business owners have shown their appreciation of improved road transport as result of the rehabilitation projects funded by the government and implemented by competent professional private contractors.

Ahmed Jama is truck owner who frequently travels on Bosaso-Galkayo road, Mr Jama transports goods from Bosaso port to central regions in Somalia, he says before, it was very difficult to afford maintenance costs because every now and then there was problem related with damage because of extreme bad conditions of the road, so there was need to purchase spare parts to replace malfunctioning or damaged parts of the truck. We incurred roughly \$500 monthly for maintenance costs.

Sometimes, I used to ask myself if it was worth to stay in the business because maintenance expenses were so discouraging, but now, I feel relived thanks to the road rehabilitation and road transport improved. Maintenance expenses had significantly reduced from \$500 to only \$150 per month.



## Economic Development:

Bosaso-Galkayo main tarmac road connects Bosaso port to Puntland and central regions, facilitating export of livestock and trade business as well movement of people. The rehabilitation of this strategic road has significantly contributed to economic dynamics of Puntland state through increased traffic and promoted trading activities. Business groups, particularly those in the transport sector have expressed their appreciations for the improvement of the road. Ali Jama who is owner of truck says, he feels confidence to continue transport business and anticipates it will sustain with profits because of the improved road.

The program has also indirect positive impact on the sustainability of government revenue. According to government officials, before the intervention, government revenue was on the decline from decreased transport traffic and trade activities constrained by the poor conditions of the road infrastructure. However, the rehabilitation of the road has improved the condition of the transport and subsequently increased trade activities and public revenue.

## Institutional capacity strengthening

To ensure sustainable good management of road networks and maintenance of such valuable assets, it is important to strengthen the functional capacity of Puntland High Way Authority (PHA) which is government authority mandated for the development, rehabilitation and management of roads and highway networks in Puntland State of Somalia.

In recognition of this crucial issue, president Said Abdullahi Deni has appointed new leadership for PHA with instructions to strengthen PHA institutional capacity and its technical functionalities up to the challenge of the task.

Since then, the PHA has taken the following changes to enhance institutional capacity:

- Improved governance under the leadership of corporate board of directors, providing oversight and policy direction of PHA
- Enhanced financial management system by adopting standard accountability procedures, reducing financial management risks. Internal auditing and other management controls are routinely conducted to ensure that financial procedures and policies are strictly adhered.
- Strengthened Technical engineering capacity through training of engineers to upgrade their skills.
- Increased quality control capacity by increasing monitoring and evaluation expertise through hands on exercises.
- Developed strategic plan and strategic communication plan to guide future projects and organizational operations.
- Improved coordination and collaboration among stake holders including private

contractors, and line ministries related with program.

- Rehabilitated office buildings in the HQ to create conducive working environment for staff
- Rehabilitated laboratory space buildings in Garowe and Burtinle to strengthen functional capacity of quality assurance.

## Challenges and lessons learned

In spite of some challenges during implementation, fortunately, all projects were generally successfully accomplished. Below are some of the challenges encountered during the implementation phase.

- Delays of payment due to fund constraints and logistical challenges caused delays in activity implementation, falling behind planned deadlines, leading to rescheduling and adjustments.
- Some survey activities could not be performed on time due to malfunctions of survey instruments
- Lack of traffic management causing road users to drive in to construction sites. Traffic Interruptions and Vehicles Entering Before Finished
- The fuel prices in the global market have risen in 2021 due to war in Ukraine and that have had a negative impact on the costs of building the roads.
- Rainy weather, and climate change has had a negative impact on road construction works.
- Limited experience of local contracts and their employees in road construction.

Despite the above-mentioned challenges, PHA took efforts to address the challenges and coordinated with all stake holders to work to gather for quality assurance.

In addition, PHA prepared all necessary procurement documentations including technical proposal for the next phase projects, and bidding process in which local Contractors will be selected on transparent competitive process.

## 3.0 ADMINISTRATION & INSTITUTIONAL GOVERNANCE CAPACITY DEVELOPMENT

### 3.1 Institutional Soundness, Governance System and Stakeholders' Engagement

#### CEO's Office Department

##### Introduction

The Office of the Chief Executive Officer is central in coordinating daily operations of the agency. The units under the CEO's include Internal Audit Unit, The General Secretary, Communication and Public Relations Unit, Legal Affairs Unit and Records and Archives Management Section.

##### Department Functions and roles

The office of the CEO is responsible for Coordinating the preparation and implementation of the three (3) year strategic plan and budget for the Authority, Planning, designing, development, construction, rehabilitation, reconstruction and maintenance of roads which includes bridges, culverts, siphons, Irish crossings and any other structure considered necessary for road network structures, Planning developing standards, codes and specifications for the national and local authorities' roads, including constructing, upgrading, rehabilitating and maintaining roads under its control through force account or through contractors

The unit is also responsible for the Management of engineering and technical work relating to planning, designing, construction and rehabilitation of roads and highways, Promoting and providing security and protection of national trunk road reserves and assets in Puntland, Promoting the use of local resources and ensuring material quality and quantity in road construction and maintenance and general Coordination of the preparation and implementation of a comprehensive monitoring and evaluation system and tools for the PHA amongst other roles as stipulated in the functions department manual.

##### Department Strategic Objective

**Strategic Objective 10:** To improve institutional soundness and governance system and stakeholders Engagements.

## Department Planned Activities

**Table 3.0 1: CHIEF EXECUTIVE OFFICER (CEO) office annual progress status:**

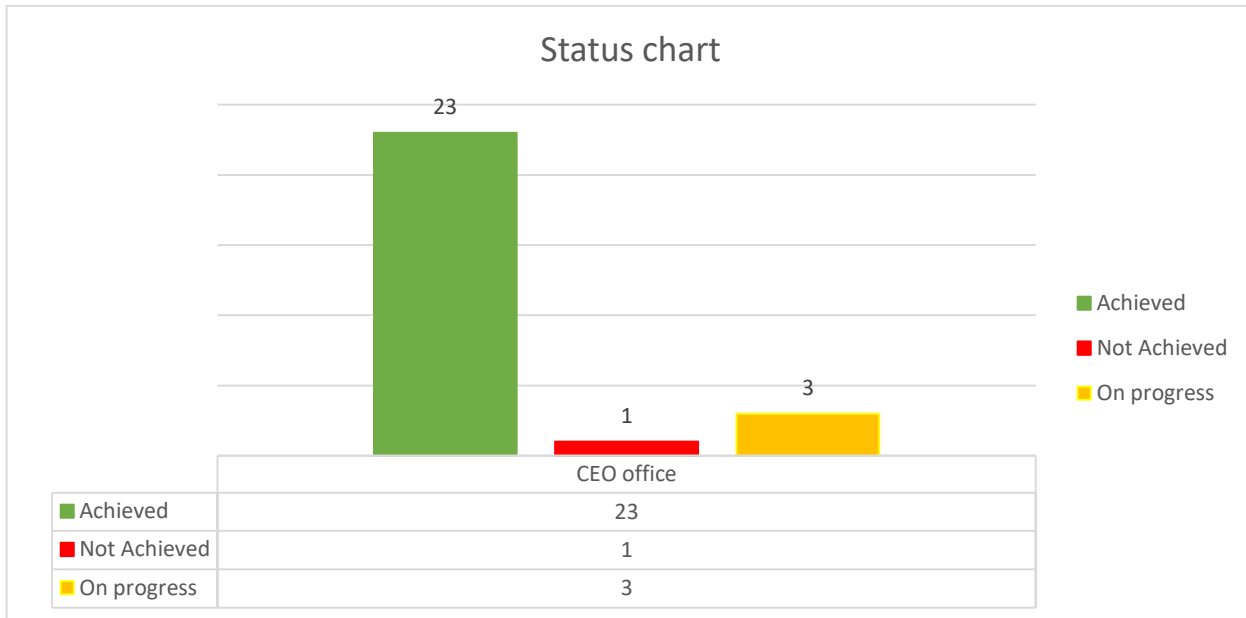
Strategic Objective 10: To improve institutional soundness and governance system and stakeholders Engagements.										
No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Progress Status-2022	2022			
							Q 1	Q 2	Q 3	Q 4
1	Improve and better design effective governance structure of PHA	Functioning institutional structure	#Governance charts mapped	CEO office	100%	Achieved	X			
2	advocacy for Establishment of BOD members	Responsible and functioning BOD	#Number of policies and decisions made by the BOD	CEO office	100%	Achieved	X			
3	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	CEO office	100%	Achieved	X			
4	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	CEO office	50%	On Progress			X	X
5	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	CEO office	80%	Achieved		X	X	
6	formulation of good governance frameworks	To develop well defined, transparent good governance mechanisms	# number of policies drafted and passed by the executive	CEO office	100	Achieved		X	X	

7	To hire consultant for preparing PHA's 3 years strategic plan	Attaining resourceful strategic plan	Completion of strategic plan	CEO office	100%	Achieved	X			
8	review and update PHA policies	Attaining reliable policy for the PHA	Completion of policy	CEO office	80%	Achieved				X
9	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	CEO office	90%	Achieved				X
10	To recruit procurement, legal staff	Qualified procurement staff employed	Completion procurement documents for PHA	CEO office	100%	Achieved		X		
11	To hire qualified material Testing expert	Efficiency of lab performance	# available staff	CEO office	100%	Achieved		X		
12	Employment of technical project management specialists	Acquire of qualified project management specialists	# number of staffs employed	CEO office	100%	Achieved		X		
13	Employment of experienced technical site supervision engineer	Qualified site engineer employed	# staff attendees #inductions provided	CEO office	100%	Achieved		X	X	
14	Strengthening accountability systems	Assurance of accountability systems placed in	# protocols and guidelines developed	CEO office	100%	Achieved	X	X		
15	Conduct PHA capacity Assessment for management and program	final report of assement for managemnt and program	#capacity assessment report for management and program	CEO office		Achieved				
16	Conduct PHA's Departments capacity assessment	Department's capacity assessment report	#Department's capacity assessment reports	CEO office		Achieved				

17	Conduct HR assessment	HR assessment report Document	#HR assessment reports	CEO office		Achieved			
18	Conduct asset registration and data management	Asset data keeping system	# systems applied	CEO office		Achieved			
19	Development and Review PHA Departments and units functional and roles review	PHA department s factional review document	#factional review report	CEO office		Achieved			
20	Hire Consultant to Develop Job description for all staff	Efficiency and effective job performance	# job descriptions developed	CEO office		Achieved			
21	Create sustainable communication channel for UN,international NGO and local partners.	Communication channels is created	# contacts for all stakeholders #meetings held	CEO office	70%	Achieved	X	X	X
22	Build strong relationships with roads development partners in and outside Somalia.	Networks for development partners is created	#MOU,MOA signed	CEO office	60	On Progress	X	X	
23	Create opportunity for PHA 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	CEO office		Not Achieved		X	
24	Enhance partnership with local communities for road development initiatives.	Networks for local partners is created	# engagement meetings held	CEO office	75%	Achieved		X	X
25	Enhance partnership with media and civil societies in Puntland for road	Networks for local partners is created	# engagement meetings held	CEO office	75%	Achieved	X	X	

	development initiatives.									
26	Enhance 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	CEO office	70%	On Progress			X	X
27	Collaborate with public institutions mandated for public infrastructure and development	Networks for local public institutions is created	# engagement meetings held	CEO office	100%	Achieved	X	X	X	

Responsibilities	Achieved	Not Achieved	On progress	Total Planned Activities
CEO office	23	1	3	27
<b>Total</b>	<b>23</b>	<b>1</b>	<b>3</b>	<b>27</b>



## Department Systems

The systems under the office of the Chief executive are listed in the table below;

**Table 3.0 2: Department Systems**

No	Department/ Units	System (s) names	Systems Policy/ Manuals	System Building status
1	CEO Office	<ol style="list-style-type: none"> <li>1. PHA strategic plan</li> <li>2. Plan &amp; Performance report sheet</li> <li>3. Monthly performance report sheet</li> <li>4. MS Excel</li> <li>5. Google Workspace</li> </ol>	<ul style="list-style-type: none"> <li>- PHA Law No.18</li> <li>- PHA Mandate</li> <li>- PHA policies</li> <li>- 3 years Strategic plan.</li> <li>- PHA capacity assessment report</li> <li>- PHA Functional Review report</li> <li>- Job Description Report</li> </ul>	-Developed

## Department Activities Highlights

### 1. Office & Workplace Maintenance

Renovations and maintenance were done to the agency's headquarter Offices; Offices that were renovated includes;

Office of the Chairman,  
 Engineers' Offices,  
 Office of Quality Assurance and Inspection,  
 Office of Accounts,  
 Conference Hall,  
 Central Courtyard, and  
 Front Office of the institution.

Repairs were also made to all office equipment, such as tables, chairs, cabinets, computers, survey equipment, and sand bar equipment.







## 2. Implementation of 3-year Strategic Plan

PHA has implemented part of the three - year strategic plan, which was launched by the president of the Puntland government, Mr. Sid Abdullahi Dani, at the end of July, 2022. The president promised \$30,000,000 for the government to undertake road development projects in Puntland.



## 3. Bi-weekly meeting of the CEO and department heads

The agency held regular bi-weekly meetings between the CEO and departmental directors in the last three months of March, April, and May.



#### 4. Rehabilitation of PHA's Headquarter Offices

The various departments offices of the agency were renovated, including working offices, labs, indoor and outdoor fences, reforestation, and the ablution block. This rehabilitation has enhanced the beautification and appearance of the PHA's building headquarters.



#### 5. Office equipment and furniture

The agency equipped offices in each department and purchased office supply & equipment for staff, including chairs, tables, and cabinets.



#### 6. PHA's Lab Renovation

The agency has revamped the old laboratory of the agency by effecting necessary renovations. The laboratory was then equipped with modern laboratory equipment to improve functionality and reliability.



### 7. The CEO supervised the Jalab-Xarfo main road.

On March 7<sup>th</sup>, the Chief Executive Officer of PHA supervised the construction of 65km (Jalab-Xarfo) road. A total of \$6,100,000 was spent on the project. 70% of the project was funded by the EU while 30% of the project was funded by Puntland's current government.



### 2. The CEO of the PHA supervised the site, the equipment and lab center in the Burtinle district.

On March 5, 2020, the executive director of the PHA supervised the site of equipment and lab center in the Puntland district.

The chairman also received a report from the site staff which provides an overview of the information related to the work, situation, traffic conditions and challenges.



## 3.2 Development of Information Communication Technology Systems

### COMMUNICATION & IT unit

#### Introduction

Communication and Public Relations is a unit under the office the Chief Executive tasked with Communications and Public relations of Puntland Highway Authority.

#### Department Functions and roles

The functions of the unit includes Drafting the communication strategies, Collaborate with management to develop and implement an effective communications strategy based on PHA’s target audience, Participating in direct meetings of the CEO and high delegations within and outside the country in order to provide accurate information to the public, Providing information and documents to the public and media on the PHA activities, and Play a role on engaging with the national and local level media channels to highlight and advocate project objectives (road network, construction and development) through talk shows, special reports, packages, and news items amongst others as stipulated in the PHA Departments functions handbook,

## Strengthening of Relations and correlations with various stakeholders.

### 1. Strengthening relations and collaboration with government institutions.

The PHA has strengthened relations and collaboration with various government line institutions by sharing information related to the achievements, challenges, and recommendations to enhance public service delivery.

### 2. Strengthening relations and collaboration with donors and international agencies

The PHA has strengthened the collaboration with various institutions and international agencies on issues related to having work and joint implementation programs. The CEO of PHA has held meetings with several donors including European Union, Somali Delegates, Chaiman of Development Cooperation, Somalia seeking partnerships and support for the development programs.

The agency through the Chairman has also made several contacts with World Bank, African Development Bank and other International doners to enhance and explore areas of collaboration and to present the reports on the progress and challenges.

**Table 3.0 3: PHA Partners List**

No	Partners	Program	No. of Projects
1	WFP	FFA/FFW	17
2	ILO	Road Development & JPLG	12
3	UNDP	PREPP	4
4	Save The Children	Road Development	3
5	USAID/DAI/TIS+	PIKA	2
6	UNOPS	Road Development	1
7	EU/Carlbro	Emergency Repair Works & Institutional Development	8

8	GIZ	SRMP	1
9	IOM	Road Development	1
10	FAO	Road Supervision	1

### 3. Strengthening Public Relations

With regards to the current government led by H.E Said Abdullahi Deni's commitment to enhance public service delivery to the Puntland people in an accountable and transparent manner, the PHA shares and publishes the accomplishments and status of the main road construction and rehabilitation works, as well as the challenges, with Puntland residents on a regular basis through various media platforms such as factbooks, websites, Twitter, and others

## RELATIONSHIP BUILDING & STAKEHOLDERS ENGAGEMENT

### STRENGTHENING INSTITUTIONAL RELATIONS WITH STAKEHOLDERS, THE GOVERNMENT AND THE PUBLIC

The Puntland Roads Authority has had a long-standing relationship with the parties it cooperates with, but in recent times that relationship has been lost. We have made efforts to improve the customer experience of our cooperation by focusing on these issues.

PHA partners list with the number of projects implemented in an agreement between PHA and its counterparts mentioned in the below tabulation.

#### Department Strategic Objective

**Strategic Objective 3:** To develop Information Communication Technology systems.

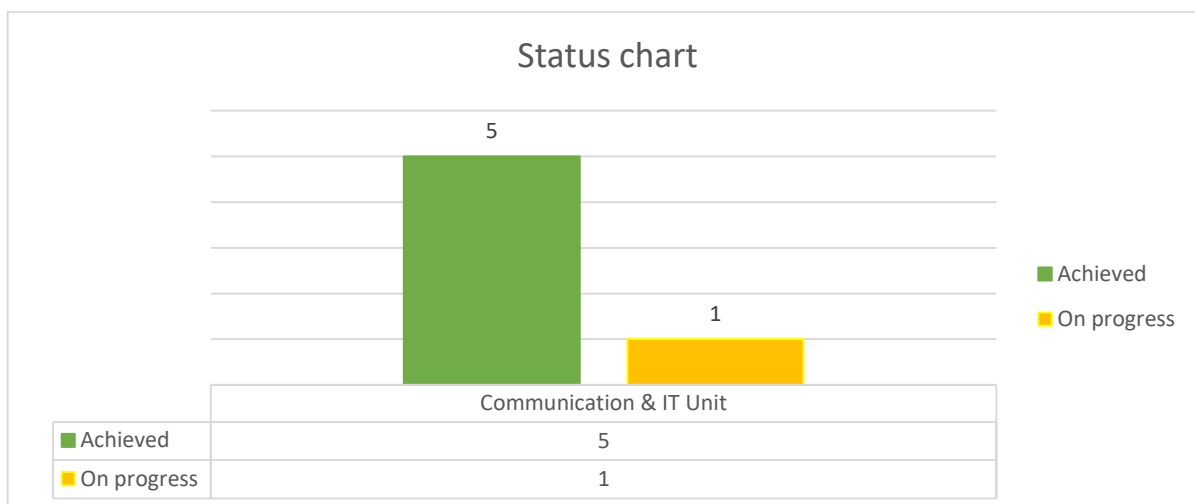
#### Department Planned Activities

**Table 3.0 4: COMMUNICATION & IT unit annual progress status:**

Strategic Objective 3: To develop Information Communication Technology systems.										
No	Activities	Expected Output	Indicator	Responsibility	Percentage %	Progress Status-2022	2022			
							Q 1	Q 2	Q 3	Q 4
1	Develop communication strategy	Well defined communication strategy	# policy document	Communication & IT Unit	100%	Achieved		X		
2	Establishment of back up data- online	Well secured financial information	# data base systems used #number of	Communication & IT Unit	100%	Achieved		X		

			backups made						
3	Establishment of official emails and google workplace system.	Strengthen communication channels	#Official emails made # number of offices used	Communication & IT Unit	100%	Achieved		X	
4	Development of official PHA website	Development of well functioning website	# website domains established	Communication & IT Unit	100%	Achieved			X X
5	PHA Social media regular update	PHA media currently updated	#posts published daily	Communication & IT Unit	100%	Achieved	X	X	X X
6	Formulation and implementation of ICT management system	ICT Management system Implemented	#management system	Communication & IT Unit	85%	On Progress			X

Responsibilities	Achieved	On progress	Total Planned Activities
Communication & IT Unit	5	1	6
<b>Total</b>	<b>5</b>	<b>1</b>	<b>6</b>



## Department Systems

The systems under the department of ICT & Communication are listed in the table below;

**Table 3: Department systems**

No	Department/ Units	System (s) names	Systems Policy/ Manuals	System Building status
1	ICT & Communication unit	<ol style="list-style-type: none"> <li>1. -PHA website</li> <li>2. -PHA Facebook</li> <li>3. -PHA Twitter</li> <li>4. -PHA YouTube</li> </ol>	ICT Manual	<p>-system is Developed</p> <p>-manual under development</p>

## Department Activities Highlights

### 1. Training on Communication & Technology (IT and Communication)

35 employees of the agency were part of a 5-day training on technology and communication.



### 2. Organization Information Storage System

PHA for the first time has a new system to store the organization's information related to policies, management, technology and all Work Procedures. The information that was originally written in books has been changed to electronic, and stored on servers owned by PHA.



### 3. Organization Website Development

We have relaunched the website of the Puntland Government Roads Authority <https://pha.pl.so>

On the web, the organization's information that needs to be published is regularly published.



### 4. Local Media Usage

The agency regularly uses local media to publicize government jobs related to road construction issues. Information related to awareness, messages and broadcast functions is regularly disseminated.





## 5. Developing Organization's Social Media Platform

We have also created social networking sites, especially Facebook and Twitter, which are also part of the places where we communicate with the public and the stakeholders of the organization.



## 6. Enhancing relationships with various stakeholders

The organization has enhanced the relationships with various stakeholders, such as the government, businessmen, the various sectors of society and the international organization, and local ones, to strengthen cooperation in the development of Puntland Road projects.



## 3.3 Administration Effectiveness & Financial Management System

### ADMIN AND FINANCE Department

#### Introduction

The department is divided into Finance and Administration, Logistic, Accountant, Cashier, Section and Information Communication Technology (ICT).

#### Department Functions and roles

The department is responsible for generating realistic, outcome-based budgets for road programs and others as follows;

The unit is responsible for providing budgetary controls which consists of a permanent comparison between actual spending and planned budget with a view to taking timely actions to correct any deviations, Providing accurate and frequent financial reports to key decision-makers and donor agencies and Estimating and budgeting expenditures for all NESHA activities grouped into cost centers.

The department also supports the agency by Preparing a consolidated budget identifying internal flows of services and goods between and among various PHA cost centers, Allocating funds in accordance with the approved budgets and Transacting all financial operations in accordance with PHA's accounting procedure among others roles.

#### Department Strategic Objective

**Strategic Objective 1A:** To strengthen administration effectiveness, and Financial Management System.

#### Department Planned Activities

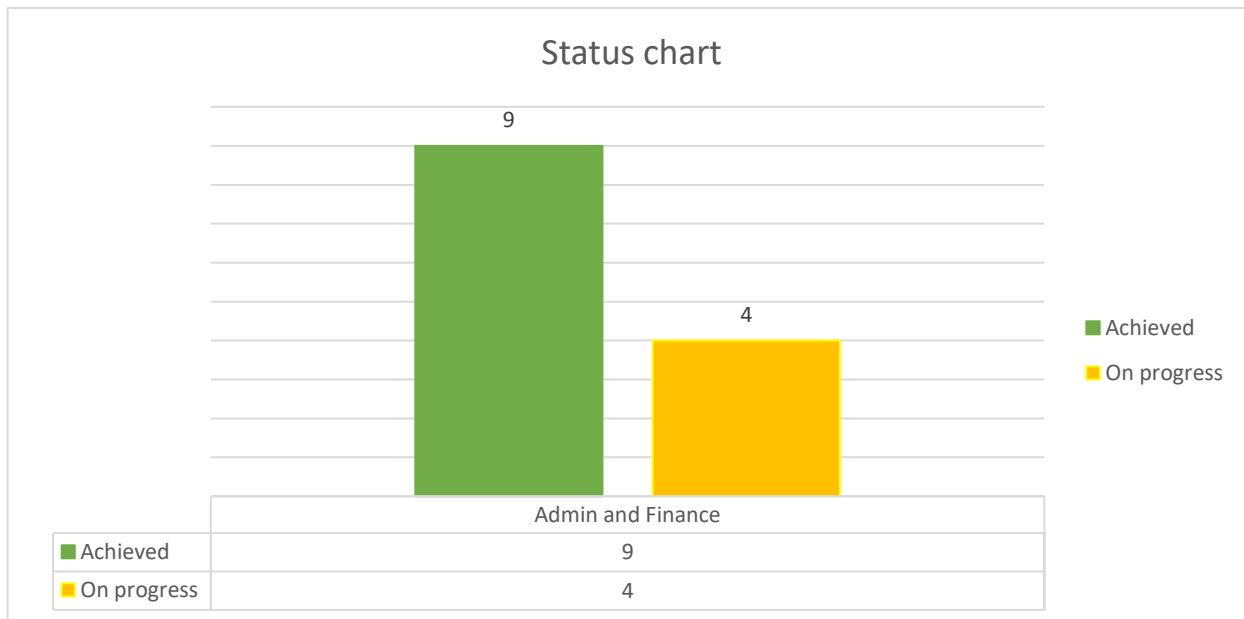
**Table 3.0 5: ADMIN AND FINANCE Department's annual progress status:**

Strategic Objective 1A: To strengthen administration effectiveness, and Financial Management System.										
No	Activities	Expected Output	Indicator	Responsibility	Percentage %	Progress Status-2022	2022			
							Q 1	Q 2	Q 3	Q 4
1	Payment of PHA's staff Salaries & Bonus	Staff promotion and Retention	# Monthly salaries paid	Admin and Finance	90%	On Progress	X	X	X	X
2	Payment PHA's operational Cost	Institutional productivity	#Functional running cost	Admin and Finance	100%	Achieved	X	X	X	X
3	Strengthen internal control systems and accountability	Enhanced PHA's system	Setting internal system of PHA	Admin and Finance	100%	Achieved				X

4	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	Admin and Finance	100%	Achieved				X
5	Preparation of monthly financial statements	To have reliable and secure monthly financial information	# monthly financial statement reports	Admin and Finance	100%	Achieved	X	X	X	X
6	Appointment of treasury personnel	Employment of qualified treasury personal	# staff attendees #number of hours worked	Admin and Finance	100%	Achieved	X			
7	Develop financial management policy	Efficient and effective budgetary control mechanisms	# budgetary policies drafted and passed	Admin and Finance	100%	Achieved				X
8	Preparation and release of quarterly Auditing reports	Reliable and evidence based audited reports	# reports published	Admin and Finance	100%	Achieved	X	X	X	X
9	Preparation and release of annual Auditing reports	Final audit reports	# reports published	Admin and Finance	95%	On Progress				X
10	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	Admin and Finance	70%	On Progress				X
11	Official release of annual statements	The publics informed	Final reports released	Admin and Finance	80%	On Progress				X

12	Set up a new financial management system based quick book subscriptions	To have reliable and secure financial information	# data base systems used #number of backups made	Admin and Finance	100%	Achieved				
13	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	Admin and Finance	100%	Achieved				

Responsibilities	Achieved	On progress	Total Planned Activities
Admin and Finance	9	4	13
<b>Total</b>	<b>9</b>	<b>4</b>	<b>13</b>



## Department Systems

The systems under the department of Administration and Finance are listed in the table below;

Table 3.0 6: Department systems

No	Department/Units	System (s) names	Systems Policy/Manuals	System Building status
----	------------------	------------------	------------------------	------------------------

1	Admin & Finance Department	<ol style="list-style-type: none"> <li>1. Financial Management System (QuickBooks)</li> <li>2. MS Excel</li> </ol>	Financial Management policy	-Developed (needs BOD approval)
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## Department Activities Highlights

### 1. Enhancing Quality Management

In regard to the organization's plan to implement its three-year strategic plan, it has promoted and strengthened the administrative and financial departments by establishing operational systems as well as restructuring financial management systems.



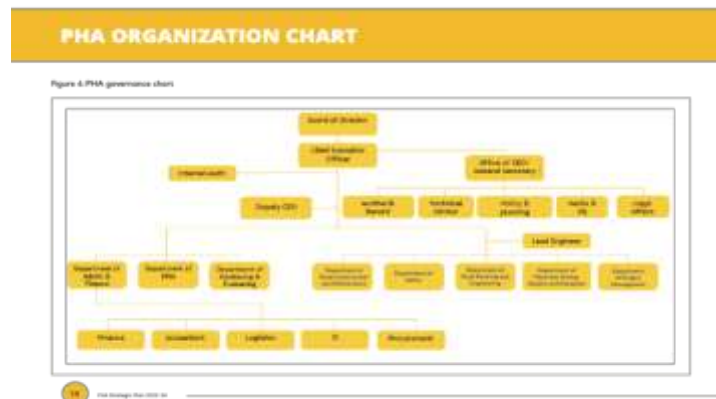
### 2. Quick book

The PHA has also moved to the Quick Book modern accounting system to store the organization's accounting data. The administrative and financial staff have been trained on the use of this system. The department is also tasked with publishing monthly Financial Information/Statement of the agency.



### 3. Reformed Organizational Structure

The organizational structure has been reformed, and all PHA departments have been strengthened and all functions streamlined.



### 4. Reforming Administrative & Financial Systems

The administration's administration has succeeded in establishing departmental systems and financial management systems and their implementations.

Hay'adda Wadooyinka DPL



Monthly Activities Progress Report  
August 2022

Date: 03/09/2022

1	Admin & Finance						
2	HRM						
3	Planning and M&E						
4	Project management						
5	Maintenance & Rehabilitation						
6	Road Safety						
7	Road planning & Engineering						
8	Material testing, Quality & Standards						
9	Communication Unit						
10	Lead Engineer						
11	General Secretary Office						
<b>Total Activities</b>							

Table 1. Indicates last week of July progress report for all departments, units, lead engineer and general secretary, these details present planned tasks, achieved tasks, progress tasks, and not achieved tasks. Each department have percentage and numbers based on the status of their planned activities.

At the end row shows the total planned activities on that week which was 77(100%) activities, and total achieved tasks was 60(77.92%) activities, also 11(14.28%) activities was on progress, while 6(7.79%) activities was not achieved.

## 3.4 Human Resource Management System

### HRM Department

#### Introduction

The HRM department is tasked with developing HR strategies, implementing progressive career structures, developing and implementing PHA's performance management and staff appraisal system.

#### Department Functions and roles

The following are the functions of the Department of Human Resource Management (HRM): The department role is to preserve and develop human resources considered as a long-term investment, thereby improving the work-related skills for key personnel.

The department helps to manage and oversee compensation and benefits provided to employees. It plays an essential role in attracting and recruiting talent to PHA. The Department may work with other departmental managers to develop recruitment goals and

identify the types of applicants they want to reach or roles they need to fill. It is also responsible for developing and implementing health and safety measures in the workplace.

The human resources department also manages day-to-day administrative tasks related to the workforce. They are responsible for maintaining personnel records and files and paperwork related to on- and off-boarding and employee contracts.

### Department Strategic Objective

**Strategic Objective 1B:** To develop and maintain Human resource management System.

### Department Planned Activities

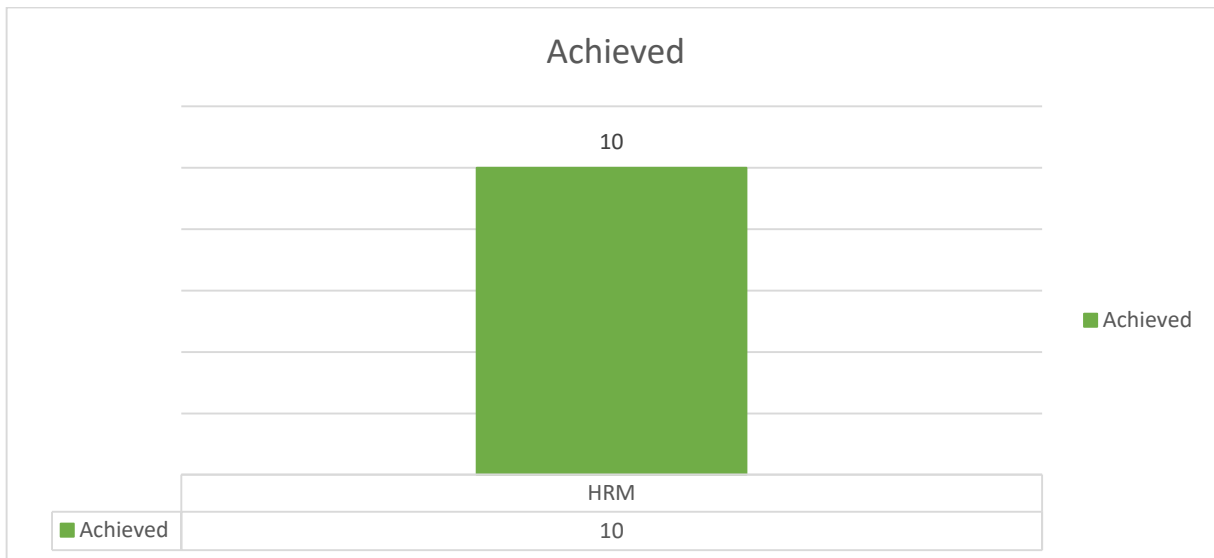
**Table 3.0 7: HRM Department annual progress status:**

Strategic Objective 1B: To develop and maintain a Human resource management System.										
No	Activities	Expected Output	Indicator	Responsibility	Percentage %	Progress Status-2022	2022			
							Q 1	Q 2	Q 3	Q 4
1	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	100%	Achieved			X	X
2	Preparation of training needs assessment of all PHA staff.	To understand the extent of training and development required	#drafts published	HRM	80%	Achieved				X
3	Staff acquisition through open external sources.	To get a number of qualified staff required by need	#number of staffs employed	HRM	100%	Achieved	X	X	X	
4	Develop HR plans and flexible employment schemes, ranking criteria and career development strategies.	To develop sustainable and decisive strategies in regard with human resources available	#plans/guidelines implemented, #number of promotions, #employs satisfactions, #surveys conducted	HRM	80%	Achieved				X

5	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	85%	Achieved					X
6	Automate Staff attendances using modern SRP machines	To strengthen staff attendance of the work through automotive systems	# systems applied	HRM	100%	Achieved	X	X	X	X	
7	Development 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	100%	Achieved	X	X	X	X	
8	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	70%	Achieved					X
9	Develop TOR for PHA internal Auditor	To develop job descriptions for internal office	# job descriptions developed	HRM	100%	Achieved	X				
10	Development of Human resource Management System.	HRM Management system developed	#management system	HRM	75%	Achieved					X

Responsibilities	Achieved	Total Planned Activities
HRM	10	10
<b>Total</b>	<b>10</b>	<b>10</b>





## Department Systems

The systems under the department of HRM Department are listed in the table below;

Table 3.0 8: Department systems

No	Department/ Units	System (s) names	Systems Policy/ Manuals	System Building status
1	HRM Department	<ol style="list-style-type: none"> <li>1. -Excel Human Resource Management (HRM) (data)</li> <li>2. -HR forms</li> <li>3. -MS Excel</li> </ol>	<ul style="list-style-type: none"> <li>- HRM Policy</li> <li>- JD</li> </ul> <p>HR assessment report</p>	Developed (needs BOD approval)

## Department Activities Highlights

### 1. Monthly Staff Meeting

In the months of March, April & May, the agency held monthly staff meetings to share information related to achievements, performances, and challenges, excluding the fourth month, which was the holy month of Ramadan.



### 2. Monthly Staff Award

In May, PHA awarded the best performers among the staff. The following staff were awarded;

- Abdirasaaq Ali Abdi
- Maxamed Shire Faarax
- Maxamed Cabulahi Warsame



### 3. Quarterly Staff Awards

At the last staff meeting on May 26<sup>th</sup>, the agency awarded the best performers of the staff for the last three months, and the following staff were considered the best performers.

- Khadar Axmed Cabdi
- Maxamud Sulayman Axmed



#### 4. Recruitment of new staff

On July 7th, 2021, Eng. Mohamed Mohamud Jama was recruited to the position of Materials Engineer, also recruited was Abdirizak Ahmed Nur for the position of Procurement and Legal Officer.

**CONGRATULATION**

**PHA Procurement & Legal Officer**

**Educational Background**

- MBA at Amity University
- Master Degree of Procurement & ASM
- Bachelor Degree of Computer Science

**Employment History**

- Procurement Officer at PNTB, 2015 - May 2022
- Asset Manager at WRO, July 2013 - Jan 2015
- Vice Principal at Ahmed Gurey PSC, 2012-2013

**Abdirizak Ahmed**

**HIRED**



#### 5. Training for PHA Engineers

On June 3<sup>rd</sup>, the CEO launched a training workshop related to "management of types of projects and modern bridges" at the agency headquarters in Garowe, Puntland.



#### 6. Restructured work and Staff

For the first time, the organization developed a system to safeguard the information and data for the employees of the agency.



## 7. Job Descriptions

For the first time, the functions of the departments and staff were developed, A total of 40 employees were provided with job descriptions, and the 7 departments (management and technical) provided with TORs.



## 8. Staff Training

Provision of staff training is one of the organization's pillars to build staff capacity and sharing of knowledge among employees. The administration has managed to facilitate trainings for staff from all the departments. The trainings on Management, Communication, Technology, Engineering and Workplace ethics have been conducted.



## 3.5 Strengthened Monitoring & Evaluation System

### PLANNING, MONITORING & EVALUATION unit

#### Introduction

The Department of Planning, Monitoring, and Evaluation is responsible for the planning, monitoring and evaluation of projects under Puntland Highway Authority.

#### Department Functions and roles

The department is responsible for Coordinating, formulation and preparation of the PHA's medium term strategic plan, annual action plans and budgets, Conducting annual evaluation on PHA programs and projects in collaboration with other stake holders and reviewing the monitoring system based on the recommendations from the reports, Coordination of preparation of the 3 years strategic plan for PHA in line with the Puntland National Development Plan amongst other functions as stipulated in the PHA functions handbook.

### Department Strategic Objective

**Strategic Objective 2:** Development and Strengthened Monitoring & Evaluation Systems.

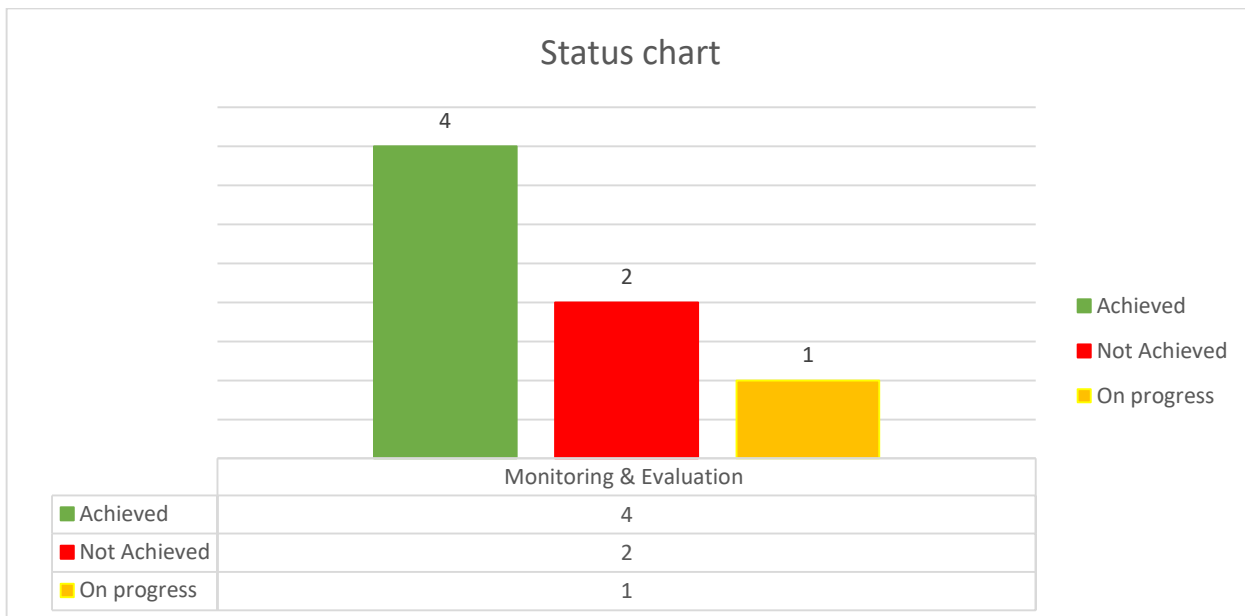
### Department Planned Activities

**Table 3.0 9: PLANNING, MONITORING & EVALUATION unit annual progress status:**

Strategic Objective 2: Development and Strengthened Monitoring & Evaluation Systems.										
No	Activities	Expected Output	Indicator	Responsibility	Percentage %	Progress Status-2022	2022			
							Q 1	Q 2	Q 3	Q 4
1	Coordination of preparation and implementation of the 3 years strategic plan for PHA 2022 in line with the Puntland National Development Plan	Strategic plan implemented	#strategic plan draft	Monitoring & Evaluation	100%	Achieved	X	X	X	X
2	Formulation of policy planning monitoring and evaluation frameworks	Monitoring and evaluation matrix	#M& E policies drafted	Monitoring & Evaluation	0%	Not Achieved			X	
3	Assist the PHA departments to develop annual and monthly plans	Department's plans prepared.	#department's plan	Monitoring & Evaluation	100%	Achieved			X	

4	Preparing annual planning, monitoring and evaluation reports	Annual Reports prepared	#planning policy #M&E reports	Monitoring & Evaluation	100%	Achieved				X
5	Conducting research and analysis of public policy within the PHA to ensure effective service delivery	Research conducted	#research draft	Monitoring & Evaluation		Not Achieved				X
6	Development Planning and M&E management system	Management system developed.	#management system	Monitoring & Evaluation	85%	On Progress				X
7	Formulation of monitoring and evaluation matrix	M&E metrics developed	#M&E index developed	Monitoring & Evaluation	100%	Achieved				

Responsibilities	Achieved	Not Achieved	On progress	Total Planned Activities	
Monitoring & Evaluation	4	2	1	7	7
<b>Total</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>7</b>	<b>7</b>



## Improving Project Management, Monitoring and Evaluation

The agency has strengthened the two areas of administration, supervision and monitoring of Puntland Roads Maintenance and Construction Projects. The goals achieved under this department by the administration were Improving Personnel and Work Monitoring Tools and establishing Project Management Policies.

## Department Systems

The systems under the department of Planning, Monitoring and Evaluation unit are listed in the table below;

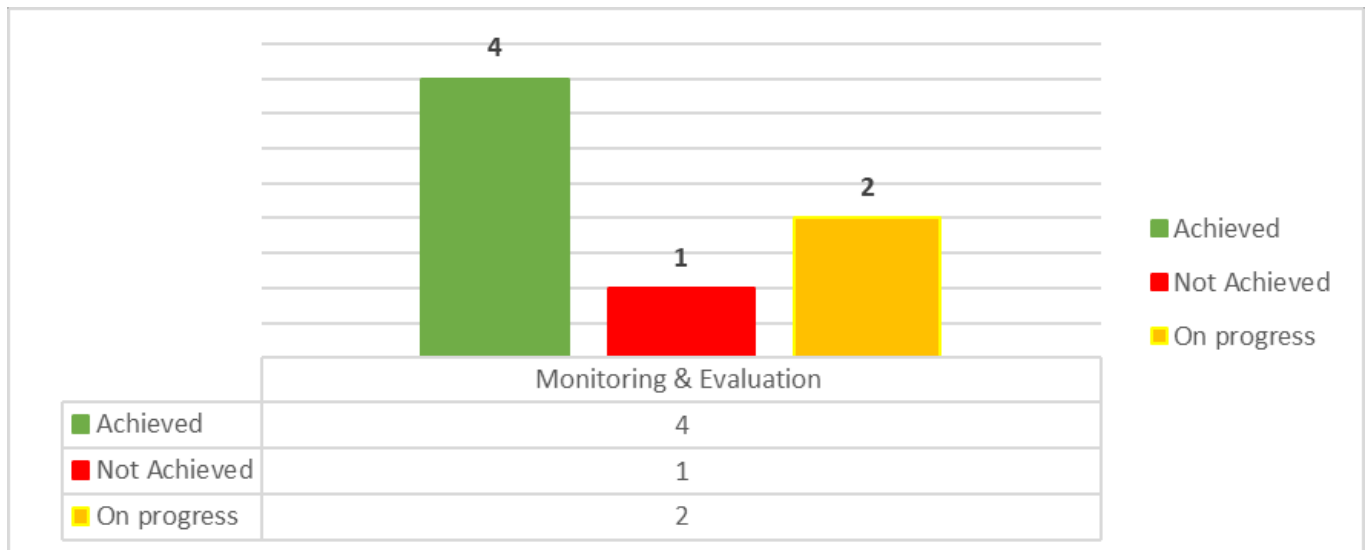
**Table 3.0 10: Department systems**

No	Department/ Units	System (s) names	Systems Policy/ Manuals	System Building status
1.	Planning and Monitoring Unit	1. PHA annual plan 2. PHA Monthly Plan PHA Monthly progress	- 3 years Strategic plan.	System is developed

## Strategic Objectives Status

The table and chart below illustrate the performance of Strategic Objectives under this department.

Responsibilities	Achieved	Not Achieved	On progress	Total Planned Activities
Planning, M&E	4	1	2	7
<b>Total</b>	<b>4</b>	<b>1</b>	<b>2</b>	<b>7</b>



## Department Activities Highlights

### 1. Establishing Institutional Plans

All the plans of the organization were prepared and distributed to all the PHA departments. Each department was furnished with monthly plans in line with the 3-year plan of the PHA.



### 2. Enhancing Project Management Systems

The agency has strengthened the PHA Projects department, staffed it with field Engineers and Field liaisons.





### 3. Enhancing Project monitoring and follow up system

The Projects Department in collaboration with the CEO's office prepares the monthly reports every month by visiting work sites/projects and also collecting daily data from the employees at the Project sites.



## 3.6 Development of Procurement Standards, Tendering Procedures & PHA Policies and Legal Frameworks

### PROCUREMENT & ASSET MANAGEMENT unit

#### Introduction

Procurement and Asset management is a unit under the department of Administration and Finance which is responsible for the management of assets, Planning, organizing and coordinating the procurement of supplies, materials, equipment and services for the Authority.

#### Department Functions and roles

The department develops, implements and monitors a procurement plan for the PHA, advise on the appropriate procurement methods to be used for procurement of goods and consultancy services under the project, Management of procurement process and ensures all procurement activities comply with applicable laws, regulations, policies and procedures of the PHA and the Puntland Procurement Authority amongst other functions as stipulated in the PHA functions handbook.

#### Department Strategic Objective

**Strategic Objective 8:** Development Procurement Standards, Tendering Procedures & PHA Policies and Legal Frameworks.

#### Department Planned Activities

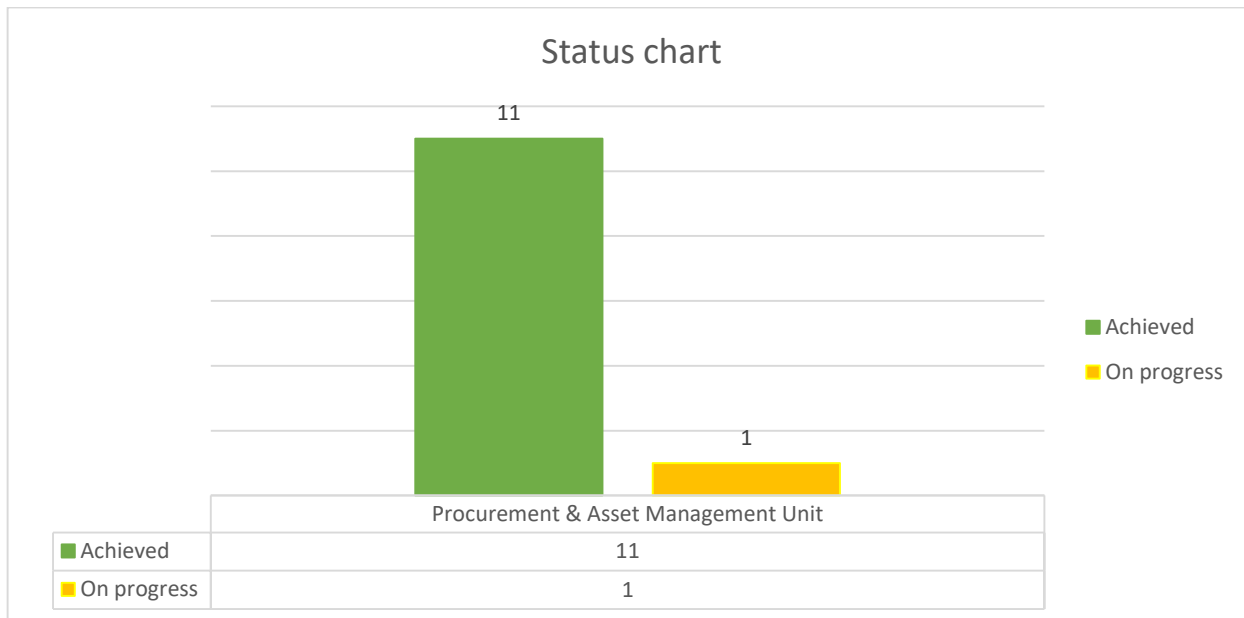
Table 3.0 11: **PROCUREMENT & ASSET MANAGEMENT** unit annual progress

status:

Strategic Objective 8: Development Procurement Standards, Tendering Procedures & PHA Policies and Legal Frameworks.										
No	Activities	Expected Output	Indicator	Responsibility	Percentage %	Progress Status - 2022	2022			
							Q 1	Q 2	Q 3	Q 4
1	Recruitment of procurement, legal and asset management officer	Employment of qualified Procurement officer	# staff contract #number of hours worked	Procurement & Asset Management Unit	100%	Achieved		X		
2	Advertisement of road maintenance tenders.	To oversee tenders process and enhance transparency and accountability	#number of contracts advertised	Procurement & Asset Management Unit	100%	Achieved		X		
3	Staff training for tendering and contract frameworks.	Enhance the capacity of the for procurement and tendering frameworks	#number of trainings conducted # inductions provided	Procurement & Asset Management Unit	100%	Achieved				X
4	Assist in appoint of tender committee of each projects advertised.	Enhancement of transparency and accountability	# decision making process	Procurement & Asset Management Unit	100%	Achieved		X		
5	Reviews/update existing procurement frameworks, tendering requirement and quality standards.	Procurement frameworks reviewed and updated	# number of discussions made #final version of procurement frameworks developed	Procurement & Asset Management Unit	100%	Achieved				X
6	Develop and review PHA financial policy	Effective policies developed	#documentations and policies drafts	Procurement & Asset Management Unit	100%	Achieved				
7	Develop and review PHA HRM policy	Effective policies developed	#documentations and policies drafts	Procurement & Asset Management Unit	100%	Achieved				

8	Develop and review Code of conducts policy	Effective policies developed	#documentations and policies drafts	Procurement & Asset Management Unit	100%	Achieved				X
9	Develop and review Procurement policy	Effective policies developed	#documentations and policies drafts	Procurement & Asset Management Unit	100%	Achieved				
10	Development Procurement management system	Management system developed.	#management system	Procurement & Asset Management Unit	80%	On Progress				X
11	Awarding contracts with claim management to the local contractor Companies	Road contracts to be public.	# awarding road contract procedures	Procurement & Asset Management Unit	100%	Achieved	X	X	X	X
12	Asset registration, physical counting, tagging, checking asset status and finally reporting the results.	Asset registration ensured.	# asset tagging lists #Asset online data	Procurement & Asset Management Unit	100%	Achieved			X	X

Responsibilities	Achieved	On progress	Total Planned Activities
Procurement & Asset Management Unit	11	1	12
<b>Total</b>	<b>11</b>	<b>1</b>	<b>12</b>



**PHA Asset Registration:** In March, PHA registered all assets of the agency with a tagging registration number on every item.

## Department Systems

The systems under the department of Procurement & Asset Management are listed in the table below;

**Table 3.0 12:** Department systems

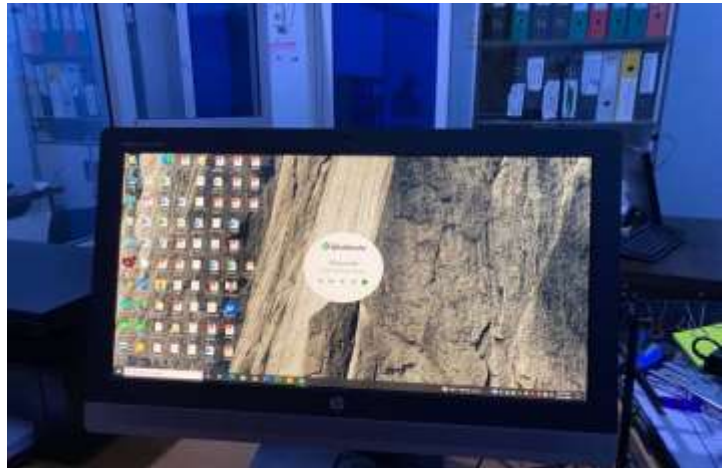
No	Department/ Units	System (s) names	Systems Policy/ Manuals	System Building status
1	Procurement and Asset management Unit	<ol style="list-style-type: none"> <li>1. Tender and Procurement system (forms)</li> <li>2. Excel Asset management system (Data)</li> </ol>	Procurement Policy	- Developed (Needs BOD Approval)

## Department Activities Highlights

## 1. Reforming the procurement and treasury systems

The agency managed to reform the Procurement and Finance office in accordance with the administration's plans.

During the period between the two sessions, the work plans and all the materials to operate were made for the offices.



## 2. Reforming Asset Management System

The agency has succeeded in developing a policy for the management of the agency's assets, which include vehicles, furniture, computers, and other items. The organization's assets were also counted and tagged.

 A screenshot of a spreadsheet application displaying a table of asset management data. The table has multiple columns, including what appears to be asset ID, description, location, and status. Several rows are highlighted in green, and a yellow horizontal line is visible at the bottom of the data area.

## 3. Vehicle Maintenance

Repairs have been made to the agency's heavy-duty vehicles and other vehicles. More than 10 vehicles, ranging from small to heavy metal, have been repaired.



## 4.0 ENGINEERING DEPARTMENT CAPACITY DEVELOPMENT

### Engineering & GIS (Road Network Plan) Capacity Development

#### 4.1 Engineering Road Planning Development

#### ROAD PLANNING AND ENGINEERING Department

##### Introduction

The department is divided into three sections which include GIS Mapping & Environmental Impact Assessment, Design & Quantity Survey and Survey and Design.

##### Department Functions and roles

The department is responsible for the following; Defining a framework for the development of an information system for road management, Designing and implementing data collection system for the gathering of data on the condition of the road network Design and implement design standards and methods for detailed engineering design at the project level. This includes in particular standards for pavement evaluation and design.

Other responsibilities includes Carrying out field investigations and laboratory tests for the inventory and development of soil and construction materials needed for road construction and maintenance programs and Overseeing the functioning of a pavement evaluation unit (PEU) regarding the annual surveys of pavement roughness and other testing programs for pavement design.

The department assist in Developing environmental assessment guidelines with particular reference to road maintenance and construction in collaboration with the regional environmental protection agency and also in Identifying potential adverse ecological impacts which are normally associated with road maintenance and construction, and recommending measures which would mitigate these adverse impacts.

##### Department Strategic Objective

**Strategic Objective 5:** To enhance Road Planning, Surveying, Designing and Engineering Capacity.

##### Department Planned Activities

**Table 4.0 1: ROAD PLANNING AND ENGINEERING Department annual progress status:**

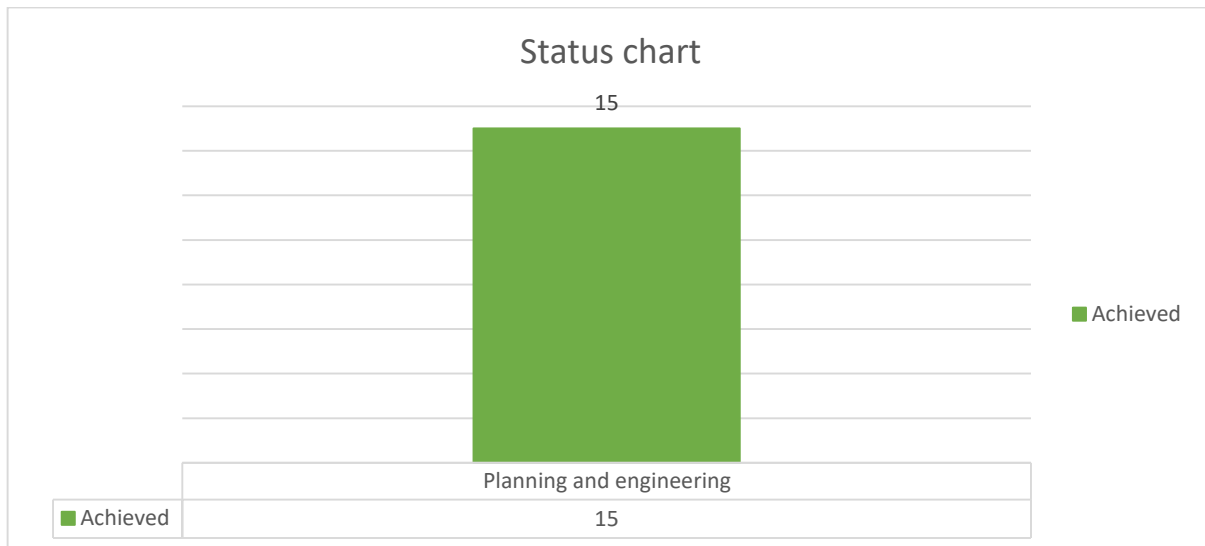
Strategic Objective 5: To enhance Road Planning, Surveying, Designing and Engineering Capacity.										
No	Activities	Expected Output	Indicator	Responsibility	Percentage %	Progress Status-2022	2022			
							Q1	Q2	Q3	Q4

1	Review and confirmation of Lafa gorayo road surveying data.	Surveying data assured	# discussions held #presentations& drafts reported	Planning and engineering	100%	Achieved			X	
2	Assess available road maps and initiate the production of updated road network maps, including the classifications and ownership of roads.	Road network maps updated finalized and	# final Puntland road network maps released	Planning and engineering	100%	Achieved			X	
3	Preparation of equipment needs assessment for the department.	Areas of training interventions required	# number of required tools to purchase.	Planning and engineering	100%	Achieved				X
4	Preparation of training needs assessment report for surveying and designing capacity.	Training needs assessment report	#Number of training identified	Planning and engineering	100%	Achieved				X
5	Purchase of RTK license and maintenance.	functioning RTK	# availability of the license	Planning and engineering	100%	Achieved	X			
6	Purchase of computer set for design and data storage for surveying office.	Quality for designing	# availability of the machine	Planning and engineering	100%	Achieved			X	
7	Assigning and preparation of annual budgets for fixture of maintenance and surveying machines and tools.	Preparation of annual budget report	Completion of the annual budget report	Planning and engineering	80%	Achieved				X
8	Development Road planning and Engineering management system	Management system developed.	#management system	Planning and engineering	80%	Achieved				X

9	Establishment for surveying and designing section under the department.	Segregation of duties and downsizing	#establishment and TOR defined	Planning and engineering	100%	Achieved				
10	To ensure optimized IT and communications systems for SD section	To strengthen the utilization of IT systems	# systems and application applied	Planning and engineering	100%	Achieved			X	
11	Segregation of duties for the Surveying and Design section	Reliable system	Accomplished of work	Planning and engineering	100%	Achieved			X	X
12	conduct capacity building training for the Department staff	staff training conducted	# of training conducted	Planning and engineering	100%	Achieved				X
13	Conducting assessment and survey for Kalabayr Road	road Assessment report	Road report published	Planning and engineering	100%	Achieved				X
14	conducting Laacdheere project road profile elevatation checking	road Profile	Road profile report	Planning and engineering	100%	Achieved				X
15	Development of Environmental and social safe guards manual	Safe guard Manual	Printed Manual	Planning and engineering	100%	Achieved				X

Responsibilities	Achieved	Total Planned Activities
Planning and engineering	15	15
<b>Total</b>	<b>15</b>	<b>15</b>





## Department Systems

The systems under the department of Road planning and Engineering are listed in the table below;

Table 4.0 2: Department systems

No	Department/ Units	System (s) names	Systems Policy/ Manuals	System Building status
1	Engineering Department	<p><b>Systems software:</b></p> <ol style="list-style-type: none"> <li>1- Autodesk Civil 3d</li> <li>2- ArcGIS for Desktop</li> <li>3- MS Projects Management</li> <li>4- Primavera P6</li> <li>5- AutoCAD</li> <li>6- Google Earth</li> <li>7- HMS -HEC-Arc</li> <li>8- IIT pave</li> <li>9- MS Excel</li> </ol> <p><b>Survey equipment:</b></p> <ol style="list-style-type: none"> <li>1. Total Station system</li> <li>2. RTK system</li> <li>3. Auto Level</li> <li>4. Hand GPS</li> </ol>	<ol style="list-style-type: none"> <li>1. Manual 1: Context and Design Approach</li> <li>2. Manual 2: Geometric Design</li> <li>3. Manual 3: Surfacing and pavement</li> <li>4. Manual 4: Construction Materials</li> <li>5. Manual 5: Drainage Design</li> <li>6. Manual 6: Bridge and Culvert.</li> <li>7. Manual 7: Road Furniture</li> </ol>	Developed

## Department Activities Highlights

### 1. Maintenance of Survey equipment Repairs were made to the following equipment

Survey equipment

-RTK and the Total Station

Equipping Survey and Design department.



### 2. Road Survey Project

The Puntland highway Authority conducted a survey on road between the villages of Mareer and Garacad, a distance of 28 km and collected data using the modern RTK equipment.

The purpose of this information gathering was to assist in road design for the the construction of the Garacad, Galcayo and Galdogob roads, which will commence soon.



### 3. Garowe - Garacad Road Survey Project

PHA conducted a survey for the Garowe - Garacad Road to monitor the road condition. The construction for the Garowe - Garacad road will commence soon as planned, The route has been marked by GPS Coordinates.



## 4.2 Construction, Maintenance & Road Data Capacity Development

### ROAD CONSTRUCTION AND MAINTENANCE Department

#### Introduction

The department is divided into three sections which include the Road Construction, Routine Maintenance, and Regional Maintenance Unit. The department of Road Construction and Maintenance Department has the responsibility of maintaining and managing the road systems of Puntland and ensures that all roads are regularly assessed and repaired in a timely manner.

#### Department Functions and roles

The department is Responsible for the formulation, implementation, and monitoring of new roads construction, periodic road rehabilitation, and programs including upgrading and maintaining roads, bridges, highways, culverts, and other drainage structures and airfield pavements for improved accessibility and mobility on Puntland roads

It's also in charge of Supervision of the layout/design/construction/operation of parking facilities, Assessment and monitoring of the traffic-related administrative plans to enhance road construction, rehabilitation, and maintenance and Provision for future highway needs by undertaking a comprehensive and integrated program of the traffic demand, engineering factors, socio-economic factors, and environmental issues

Other roles include Preparation and implementation of a comprehensive monitoring and evaluation system and tools for the Department, Preparation and implementation of the capacity development for all staff based on the needs assessment and in line with Puntland Civil Service Commission (PCSC) guidelines and requirements and Preparation of the annual financial estimates in consultation with the heads of sections.

#### Department Strategic Objective

**Strategic Objective 6:** To Improve the Capacity of the Road Construction and Maintenance Department, manage gravel road construction projects and management of PHA routine maintenance.

## Department Planned Activities

**Table 4.0 3: ROAD CONSTRUCTION AND MAINTENANCE Department**

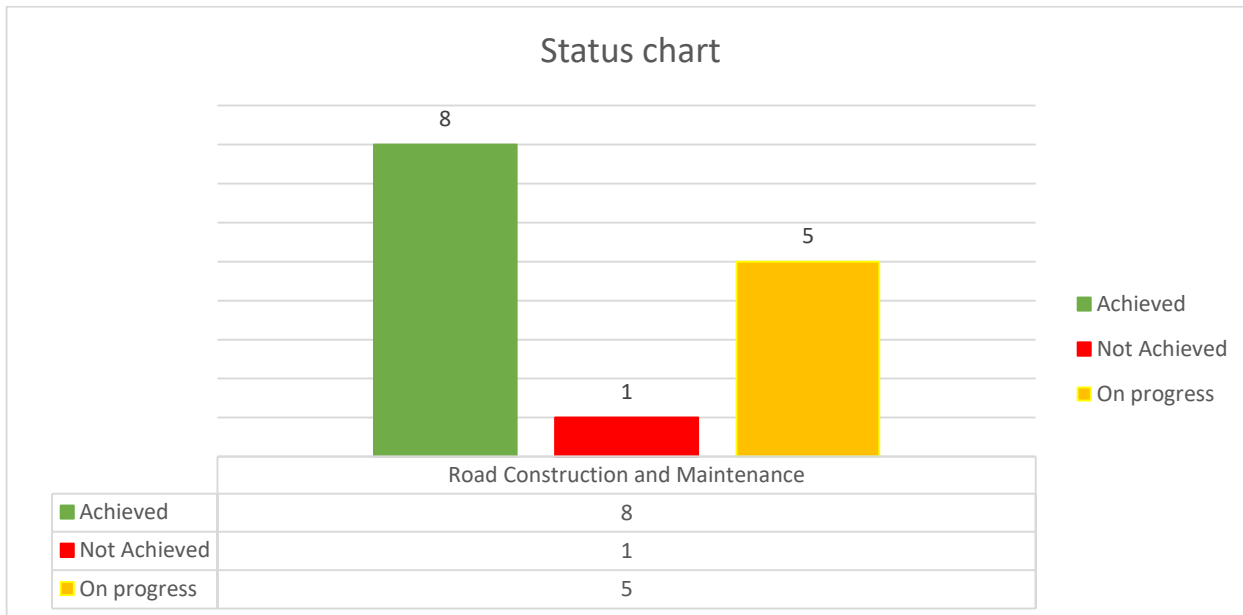
**annual progress status:**

Strategic Objective 6: To Improve the Capacity of the Road Construction and Maintenance Department, manage gravel road construction projects and management of PHA routine maintenance.										
No	Activities	Expected Output	Indicator	Responsibility	Percentage %	Progress Status - 2022	2022			
							Q 1	Q 2	Q 3	Q 4
1	Preparation of training needs assessment reports for the department	final Training need assessment report	# Training need assessment report	Road Construction and Maintenance	100%	Achieved				X
2	Preparation of needs assessment reports for heavy construction machinery	final Construction Machinery assessment report	#Construction Machinery assessment report	Road Construction and Maintenance	100%	Achieved				X
3	Conducting of road condition assessment survey for main paved roads in Puntland.	Reliable road data released	# final drafts prepared	Road Construction and Maintenance	100%	Achieved	X			
4	Preparation of needs assessment reports for the situation for PHA workshops in Garowe, Qardho and Xarfo	Delivery of assessment reports for work-shops situation	# final draft of the assessment #briefs made	Road Construction and Maintenance	80%	Achieved			X	
5	Conducting of road condition assessment survey for main gravel secondary roads in Puntland	Reliable road assessment report released	# final road assessment report	Road Construction and Maintenance	40%	On Progress				X

6	To carry out routine maintenance of the Puntland main paved road ( Bossaso-Galkayo and Garowe-Lasanod)	Maintenance of main road networks ( Bossaso-Galkayo and Garowe-Lasanod)	#km repaired and maintained	Road Construction and Maintenance	80%	Achieved	X	X	X	X
7	To carry out road inventories, conditions surveys ( Garowoe-Bosaso)	Garowe-Bosaso road inventory and condition report	#number of surveys reported.	Road Construction and Maintenance	90%	Achieved	X	X	X	X
8	Development of Road Maintenance Management System	Management system developed.	#management system.	Road Construction and Maintenance	60%	On Progress				X
9	Rehabilitation and construction work on the feeder road of Bursaalax-Galkayo (50km)	Connecting and business encouragement between regions and main cities	Planned and completion work projects	Road Construction and Maintenance	90%	Achieved			X	X
10	Rehabilitation and construction work on the feeder road of Sheerbi-Dhahar (35km)	Improvement of economic activities between regions	Planned and completion work projects	Road Construction and Maintenance	20%	On Progress			X	X
11	Rehabilitation and construction work on the feeder road of Dhahar-Xigalool (61km)	Improvement of economic activities between regions	Planned and completion work projects	Road Construction and Maintenance	20%	On Progress			X	X

12	Rehabilitation and construction work on the feeder road of Garowe-Eyl (208km)	Reliable of road transport between coastline regions and entire Somali regions	Planned and completion work projects	Road Construction and Maintenance		Not Achieved			X
13	Rehabilitation and construction work on the lafagorayo feeder road (26km)	Reliable transport between Puntland regions	Planned and completion work projects	Road Construction and Maintenance	30%	On Progress		X	X
14	Formulation of prioritized maintenance programs and budgets	Availability of budget for annual maintenance programs	# budgets released and passed	Road Construction and Maintenance	100%	Achieved			

Responsibilities	Achieved	Not Achieved	On progress	Total Planned Activities
Road Construction and Maintenance	8	1	5	14
<b>Total</b>	<b>8</b>	<b>1</b>	<b>5</b>	<b>14</b>



## Department Systems

The systems under the department of Road Construction & Maintenance are listed in the table below;

**Table 4.0 4: Department systems**

No	Department/ Units	System (s) names	Systems Policy/ Manuals	System Building status
1	Road Maintenance and construction Department	<ol style="list-style-type: none"> <li>-Kobo-tool for Road Survey data collection.</li> <li>-Road data Collection forms. -Road Maintenance plan (developed)</li> </ol>	<ol style="list-style-type: none"> <li>Technical Specification for road Works</li> <li>Technical Manual for Routine Maintenance Manual 8: Maintenance</li> </ol>	Developed

## Department Activities Highlights

### 1. Improving Maintenance Management System

The entire Maintenance Management Department has been developed by training Engineers working in the Projects and Maintenance departments. The most important trainings facilitated include 'Pavement Maintenance Management and Pavement Condition Index (PCI), the document preparation process and the Quality Assurance process.



## 1. An assessment survey for damages on the main road (Garowe - Bosaso).

In March 2022, a team of Engineers, composed of five led by the Lead Engineer, undertook a survey on damages on the main road between Garowe - Bosaso, including embankments, bridges, potholes, closed bridges, and culverts. The survey was divided into two; A, Garowe - Qardho and B, Bosaso - Qardho.

This assessment survey has taken two weeks and it will be the baseline for the rehabilitation plan for the road by 2022.



## 2. Road Rehabilitation: Part 1 Potholes Repairs

The agency rehabilitated the potholes between Bosaso and Qardho, PHA also deployed a team to carry out the rehabilitation work.

Previously, the team rehabilitated the potholes on the road between Sheerbi and Waciye districts.





### 3. Re-opening closed bridges and culverts

In May 2022, the rehabilitation team re-opened the closed bridges and culverts between Qardho and Bosaso.

The rehabilitation work focused on re-opening closed culverts and embankments of the main tarmac road, which had been blocked by overgrown vegetation, sand and stones.

This work aimed at clearing the tarmac road, which may have deteriorated if not addressed immediately. The work of cleaning bridges and water channels/culverts of project Phase 2 will be addressed according to the situation of the road between Qardho and Garowe.



### 4. The assessment survey on the status of the bridges on the Garowe - Bosaso main road

The PHA's engineers undertook an assessment on May 17<sup>th</sup>, for one week. The purpose of the assessment was to evaluate the current status of the bridges on the Garowe - Bosaso road.

This assessment found the road conditions and bridges that needed to be addressed and repaired immediately.

### 3. Harfa - Baadweyn road maintenance

The agency has repaired the road between Harfo District and Badaweyn settlement in Mudug region for a distance of 17km. The Puntland Highway Authority Maintenance Department has carried out the project to repair potholes on the road.



**Name of the project:** Rabaable-Birtadheer

**Region:** Nugal

**Agency:** PHA

**Status:** 100%

## GEOTECHNICAL CAPACITY DEVELOPMENT

### 4.3 Material Testing & Quality Control Department

#### Introduction

The Geotechnical department is responsible for the inspection of construction materials to ensure consistency, quality assurance and integrity.

#### Department Functions and roles

The functions of the Department of Material Quality and Quantity Control includes Formulation, implementation and monitoring of the policies, guidelines and regulations for ensuring adequate quality and quantity for roads construction and related materials and their usage, Development and implementation of the quality assurance and quality control activities, procedures and allocation of responsibilities, Development and implementation of the quality assurance and quality control programs for roads construction inventories and related materials amongst other functions as stipulated in the PHA functions handbook.

#### Department Strategic Objective

**Strategic Objective 4:** To improve the Capacity of Material Testing, Quality & Standards Department

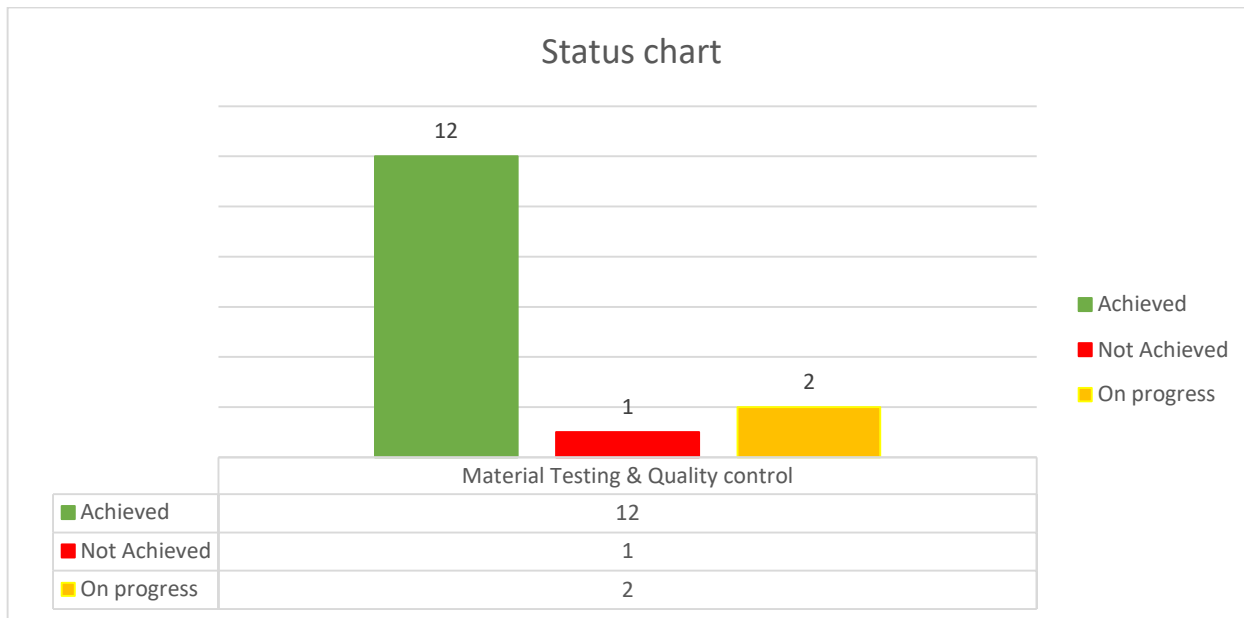
#### Department Planned Activities

**Table 4.0 5: MATERIAL TESTING & QUALITY CONTROL Department annual progress status:**

<b>Strategic Objective (SO) 4: To improve the Capacity of Material Testing, Quality &amp; Standards Department.</b>										
N o	Activities	Expected Output	Indicator	Responsi bility	Percent age %	Progress Status- 2022	2022			
							Q 1	Q 2	Q 3	Q 4
1	Improvement of office clarity and purchase of furniture	Office decoration and improvement	#Delivery of furniture #decorations	Material Testing & Quality control	100%	Achieved		X		
2	Development of job descriptions for department staff	To segregate the duties of the staff and each department	#policies and guidelines developed # governance charts drafted	Material Testing & Quality control	100%	Achieved				X
3	To train and prepare three material engineer for PHA	Available qualified technicians	# number of trainings provided	Material Testing & Quality control	100%	Achieved				X
4	Development of quality control and assurance standards and policies	Development of quality assurance standards	#available guidelines and procedures	Material Testing & Quality control	100%	Achieved				X
5	Development of the department functions and roles	Defined roles and responsibilities	HRM	Material Testing & Quality control	100%	Achieved				X
6	Needs assessment reports for the technical department staff	Comprehensive assessment reports	Final drafts	Material Testing & Quality control	100%	Achieved			X	
7	Renovation of PHA main laboratory office in Garowe	Improvement of the laboratory office	#improvement and decorations made	Material Testing & Quality control	100%	Achieved	X			
8	To pay the rent fees for the laboratory office in Burtinle	Clearance of the outstanding rental fees	#payments made #payment vouchers	Material Testing & Quality control	100%	Achieved	X			
9	Upgrade/replace existing old basic material testing equipment	Upgrade of the existing testing equipment	# repairs made #purchase of new equipments	Material Testing & Quality control		Not Achieved				X

10	To repair and maintain dysfunctional material tests equipment.	Functional material tests equipment	# number of tools repaired	Material Testing & Quality control	100%	Achieved				X
11	Enhance participatory culture in the planning, implementation and monitoring.	Creation of space for staff participation for planning	#number of participatory meetings held	Material Testing & Quality control	90%	On Progress			X	
12	Review maintenance operation manuals/policies and standards.	Development of the existing policies	# number of review meeting held # re-treats held	Material Testing & Quality control	100%	Achieved				X
13	Development of material testing, quality and standard management system.	Management system developed	#management system	Material Testing & Quality control	60%	On Progress				X
14	To carry out Lab assessment Equipment, Staff and Methods.	Lab assessment for equipment and staff developed	#Assessment Report	Material Testing & Quality control	100%	Achieved				
15	To develop PHA lab profile	An existing Laboratory profile	# profiles developed	Material Testing & Quality control	100%	Achieved				

Responsibilities	Achieved	Not Achieved	On progress	Total Planned Activities
Material Testing & Quality control	12	1	2	15
<b>Total</b>	<b>12</b>	<b>1</b>	<b>2</b>	<b>15</b>



## Department Systems

The systems under the Geotechnical department are listed in the table below;

**Table 4.0.6: Department systems**

No	Department/ Units	System (s) names	Systems Policy/ Manuals	System Building status
1	Geotechnical Department	1. Laboratory Testing systems 2. Laboratory Quality Control System 3. Laboratory Health & Safety System Department plan	1. ASTM Standards 2. AASHTO Standards 3. ACI Manuals 4. BS Standards 5. MS Excel 6. Google Maps 7. Quality Control & Assurance Manual 8. Health & Safety Manual	Developed

Table 4.0 6: Trainings Conducted in 2022

No.	Training Topic	Achievement	No. of attendants	Facilitator	Trainer	Training Documents shared with attendants
1.	Schlerometer Hammer Test (Theory & Practical)	100%	12	PHA	E. Juma	Yes
2.	Dynamic Cone Penetration (Theory & Practical)	100%	11	PHA	E. Juma	Yes
3.	Atterberg Limits Test (Theory & Practical)	100%	14	PHA	E. Juma	Yes
4.	Fresh Concrete tests (Theory & Practical)	100%	9	PHA	E. Juma	Yes
5.	Supervision & Contract Evaluation for Road works	To be conducted within the month of December 2022 by Erick				
6.	Hardened Concrete Tests (Theory & Practical)	To be conducted within the month of December 2022 by Erick				
7.	Construction Materials	To be conducted within the month of December 2022 by Eng. Bashir				

Table 4.0 7: Tests &amp; Reports

No	Project	Proctor	Atterberg Limits	Sieve analysis	Field Density	CBR	DCP	Rebound Hammer	Aggregate Tests	Tests Reports
1.	Rabaable –Laacdheere Road	2	0	0	87	0	0	0	0	9
2.	Midigar –Khaji Hayir Road	0	0	0	0	0	0	0	6	1
3.	Krkaar Adassona	1	1	1	0	0	0	0	0	1
4.	Bayra	1	1	1	0	0	0	0	0	1
5.	Darayl	1	1	1	0	0	0	0	0	1
6.	Bursalax – Galckayo Road	3	3	3	5	0	0	0	0	4
7.	Sheerbi – Dhahar Road	4	4	4	0	4	0	0	0	1
8.	Dhahar – Hingalool Project	4	4	4	0	0	0	0	0	1
9.	Road Rehabilitation near Dalsan	2	2	2	12	0	22	42	0	5
10.	UNICEF Godown, Garowe	1	0	0	4	0	0	0	0	1
	<b>No. of Tests</b>	<b>19</b>	<b>16</b>	<b>16</b>	<b>108</b>	<b>4</b>	<b>22</b>	<b>42</b>	<b>6</b>	<b>28</b>

## Reports

The following table shows the number of tests reports done by the department

**Table 4.0 8: Reports**

No.	Report	No.
1.	Laboratory & Field Test Reports (All Projects)	28
2.	Surface dressing assessment report	1
3.	Hot Mix Asphalt (HMA) Laying Report	1
4.	Culvert Inspection Report	1
5.	Aggregates Report	1
6.	Rebound Hammer Test Report	1

### 4.3.2 Department Activities Highlights

#### 1. Training on Soil Testing

15 of the engineers of the Puntland Highway Authority participated in a training on soil mechanics and related tests, the training was provided by a Kenyan expert who has more than 8 years of experience.




#### 2. Improving Quality Assurance of Projects

The agency focused on quality assurance of road projects in Puntland regions. Foreign and Somali Engineers were employed who worked together to ensure that all projects' technical requirements related to quality are met.



### 3. Institutional Laboratory Improvement

The organization has trained the Department of Materials (Laboratory) and their staff and laboratory equipped. The department has managed to undertake over 150 tests on all PHA projects, produced over 30 reports, 5 trainings and is currently supervising the ongoing projects.


**PUNTLAND HIGHWAY AUTHORITY**  
**PUNTLAND HIGHWAY AUTHORITY TESTS SUMMARY (JUNE - OCTOBER)**

S/N	PROJECT NO.	PROJECT	ATTENDED LINES	CUTS GRAVELS	TESTS				TOTAL REPORTS
					GRAVELS	CBR	CBR	Department Assessment Reports	
1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9	9
10	10	10	10	10	10	10	10	10	10
Total Tests			150	150	150	150	150	150	150

### 4. Enhancing of the Institutional Engineering Department

The agency facilitated trainings to improve the quality of different Engineering departments in order to build capacity of staff and to achieve tremendous results in the quality of road construction projects. The training of the staff has been enhanced and of high priority in the Engineering departments.





## 5. Rebound Hammer Test

The laboratory team conducted 42 rebound hammer tests on 9 concrete culverts between Midigar and Haji Khayir Road sections.



## 6. Dynamic Cone Penetration Test

The Laboratory team successfully conducted 22 DCP tests to ascertain the pavement strength for the Rehabilitation of road sections near Dalsan Villages.



## 7. Field Density Tests

The Department team conducted 4 FDT tests for UNICEF, Godown in Garowe.



## 4.4 Road Safety Department

### Introduction

The department is divided into two sections which include the Road Traffic Symbol and Road Assessment Sections. The following table provides the functions for each of the sections:

### Department Functions and roles

The functions of Road Safety include; Formulation and monitoring of the roads security and protection policies and regulations for the safety of Puntland highways, Packaging, supervision and monitoring of works which protect resources adjacent to roads and user safety amongst other functions as stipulated in the PHA functions handbook.

### Department Strategic Objective

**Strategic Objective 11:** To Improve Puntland Roads Safety and Develop Rules and Regulations of Road Safety.

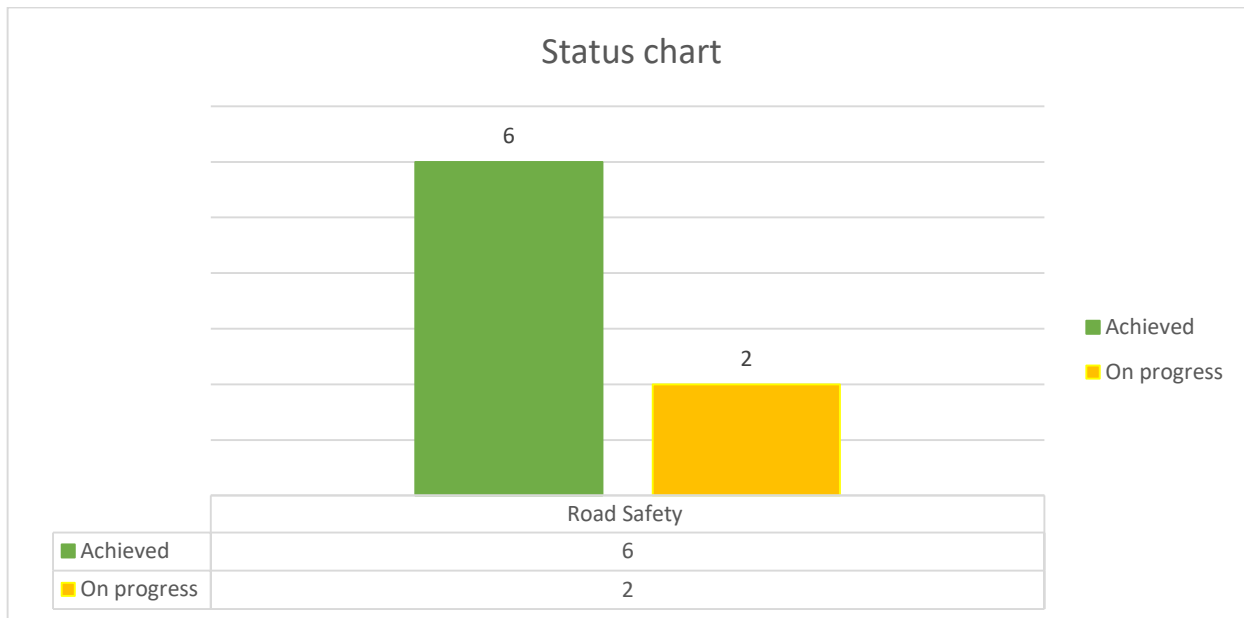
### Department Planned Activities

**Table 4.0 9: ROAD SAFETY Department annual progress status:**

Strategic Objective (SO) 11: To Improve Puntland Roads Safety and Develop Rules and Regulations of Road Safety.										
No	Activities	Expected Output	Indicator	Responsible Person	Percentage%	Progress Status -2022	2022			
							Q 1	Q 2	Q 3	Q 4
1	Transfer the the axel load responsibility under the road safety department	Reports and job descriptions	#Financialization of the axel load law has been done	Road Safety	100%	Achieved	X			
2	Searching the Axle load land Documents	Report submitted for this missing land search	# Sub-logs of lands transferred	Road Safety	40%	On progress				X
3	Traffic Road Signs assessment Garowe-Bosaso	Traffic road signs assesment report ( Garowe-Bosaso)	Traffic road signs assesment report ( Garowe-Bosaso)	Road Safety	100%	Achieved				
4	Construction for Road Signage (Road	A report of the road signs that were made	# Signs that warn of road hazards have been created	Road Safety	15%	On progress				X

	Signs boards)									
5	Prohibition of back side trucks attached thing of rigid plastic .	Back side trucks attached thing of rigid plastic prohibited	# press conference have been done	Road Safety	100%	Achieved				
6	Conducting training for the traffic police who are working with the department for prohibition operations.	usefull training conducted	# training conducted	Road Safety	100%	Achieved				
7	Public Awareness about Road Dangers to Puntland Public Drivers. (Road users, General Community and School Students)	Beneficiaries of Public Awareness report,	#Public awareness, transporters and drivers have been done	Road Safety	100%	Achieved				X
8	Recruitment public relations and community mobilisers	Community mobilisers employed	# employment contract #inductions provided	Road Safety	100%	Achieved			X	X

Responsibilities	Achieved	On progress	Total Planned Activities
Road Safety	6	2	8
<b>Total</b>	<b>6</b>	<b>2</b>	<b>8</b>



## Department Systems

The systems under the department of Road Safety are listed in the table below;

**Table 4.0 10: Department systems**

No	Department/ Units	System (s) names	Systems Policy/ Manuals	System Building status
1	Road Safety Department	- Kobo data collection  Road safety and Signs assessment form	- Road Safety plan	Developed

### Activities of the Department:

The situation of the Karindhiig steep in Dangorayo District was assessed, the assessment finds it dangerous and more prone to accidents that has led to loss of lives, The assessment report for this was made.

The department conducted a three-day survey of the rough roads of jid-moxor and jid-banaan in Ufayn District, to assess the possibility of a road diversion to the upper side of the Cal-Miskaad mountain area.

The department has created awareness about the damage caused by the over cargo carried by the trucks, and it has been broadcasted in the media outlets.

The department has constructed at Karin-dhiig road sign boards which indicate the dangers of the road and its condition, and has also constructed humps on the road to reduce the speed of vehicles traveling on the road.

The department has prepared a report on the dangers of heavy cargo carried by trucks, which poses a serious threat to the longevity of the road.

The department is engaged in establishing the boundaries of the land intended for the establishment of the heavy cargo monitoring center in Garowe District.

The department has been tasked with banning the use of plastic pieces which is attached tailgates on trucks that cause potholes and shoulder erosions of the road, and the department has also trained the traffic police to enforce the ban.

The department has conducted a survey on the condition of the curves and steeps on the highway that connects the commercial city of Bosaso with the Puntland capital of Garowe, in order to prepare the necessary road sign board.

The department has assessed the cost of modern road signs that will be printed and imported from Turkey.

## 5.0 CHALLENGES & RECOMMENDATIONS

The PHA family has made significant progress in advancing the four goals its strategic plan. Through collective effort, more than **62**, (**35%**) of its activities have been achieved, **63**, (**36%**) are in progress with significant progress status, **51**, (**29%**) of our planned activities are not yet achieved and we hope to be achieved in the remaining two years of the plan.

Having established a formal process of monitoring and evaluation, in the next two years the implementation of this plan and commitment of the institution to continuous growth of the institution all its objectives can be achieved fulfilling the mission and vision of Puntland Highway Authority.

### Challenges:

During data collection for the preparation of this report, there were several challenges faced by different departments/units summarized below;

1. **Financial constraint:** this is common challenge, strategic implementation however is expensive, requires significant resources to be successful in strategic planning and implementation.
2. **Time constraint:** this limitation states some of non-achieved activities needs period of time to their implementations.
3. **Performance issue:** high performance is essential for accomplishing the overarching goals, less performance can cause to be the downfall of goal implementation.
4. **Management issue:** due to the management, some of activities are not given priority for implementation by the year 2022.
5. **Resistance to Change:** The resistance can undermine the success of implementation of objectives, as employees contribute half-heartedly to change efforts.
6. **Lack of Office & adequate for the Road Safety Department**

### Recommendations:

With every passing day, the PHA demonstrates its capacity for change, its open-minded willingness to try new approaches, break through barriers, and upend Puntland Road development. Despite challenges from within and without, it is certain that progress will continue and that, ultimately, PHA will push forward sustainable development strategy into various areas,

**The following are the recommendations:**

- ✓ The budgeting process should be linked to the strategic plan, to ensure adequate financing of strategic activities.
- ✓ All employees of the organization should understand the organizational strategic plans and contribute towards realization of organization's strategic goals.
- ✓ Having adequate motivation and training of qualified personnel encourages staff to deliver on organization's strategic goals.
- ✓ An effective strategy requires cross-departmental and cross-functional feedback from across the organization. However, to avoid lack of performance, everyone needs to own the final responsibility execution of the strategy.
- ✓ Follow up and review are essential after executing a strategy, it is important to review the results.
- ✓ Staff should shift the focus from “an employee working inside a department” to “an employee working towards PHA's strategic goal as part of a strategic team.”

# 2022

## ANNUAL REPORT



Prepared BY  
**Puntland Highway Authority (PHA)**