



Puntland Highway Authority



Government of Puntland

ANNUAL REPORT

2023



PUNTLAND HIGHWAY AUTHORITY (PHA)



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Puntland Highway Authority- PHA



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FOREWORD



Message from the Chief Executive Officer

Dear Stakeholders, Partners, and Colleagues,

It is with great pleasure and a sense of accomplishment that I present to you the Puntland Highway Authority's Annual Report for the year 2023. As the CEO of this agency, I am proud to highlight the remarkable progress we have made in fulfilling our mission, enhancing the region's infrastructure, and advancing our commitment to improving the lives of our citizens.

In 2023, the Puntland Highway Authority continued to prioritize the enhancement and expansion of our road network to stimulate economic growth, improve accessibility, and ensure the well-being of our communities. Our dedicated team has worked tirelessly to implement our objectives, making significant strides towards achieving our goals. Together, we have made tremendous headway, and this report encapsulates our collective efforts, achievements, and the roadmap for the future.

The year 2023 witnessed the successful completion and inauguration of several vital road projects. We are thrilled to announce the completion of several road projects, which will not only improve transportation but also stimulate local economies and enhance the overall quality of life for the residents of Puntland. These projects are a testament to our unwavering commitment to providing world-class infrastructure to our region, fostering socio-economic development, and bolstering regional connectivity.

We are immensely grateful to the President of Puntland, **H.E Said Abdulahi Deni**, for his unwavering support and guidance. Without his help, we would have not been able to achieve these significant milestones.

We would also like to our gratitude to line ministries such as the Puntland Ministry of Public Works and Transportation, the Puntland Ministry of Finance, the PHA Board of Directors, and other government agencies, local authorities, development partners, and all stakeholders who have collaborated with us in these endeavors. Your trust, financial assistance and shared vision have played a crucial role in our achievements, and we look forward to strengthening these partnerships in the years to come.



Our dedicated and skilled workforce deserves special recognition for their tireless efforts and unwavering dedication. They have played a pivotal role in the successful execution of our projects and the agency's overall development. I express my sincere appreciation to our employees and their families for their commitment, resilience, and dedication to our shared mission.

In 2023, we remained committed to transparency, accountability, and good governance. We have continued to work diligently to ensure that the resources entrusted to us are utilized efficiently and effectively, and we will continue to pursue excellence in this regard.

Looking ahead, we are excited about the opportunities and challenges that the future holds for the Puntland Highway Authority. We remain steadfast in our commitment to making a positive impact on the region, striving for excellence, and achieving our goals. We will continue to forge strategic partnerships, innovate, and deliver quality road infrastructure to connect communities and drive economic growth.

Once again, I thank our partners, the Puntland government, our dedicated employees, and development partners for their unwavering support. Together, we will continue to build a better future for Puntland, where well-maintained and accessible roads foster development, enhance connectivity, and improve the quality of life for our citizens.

Sincerely,

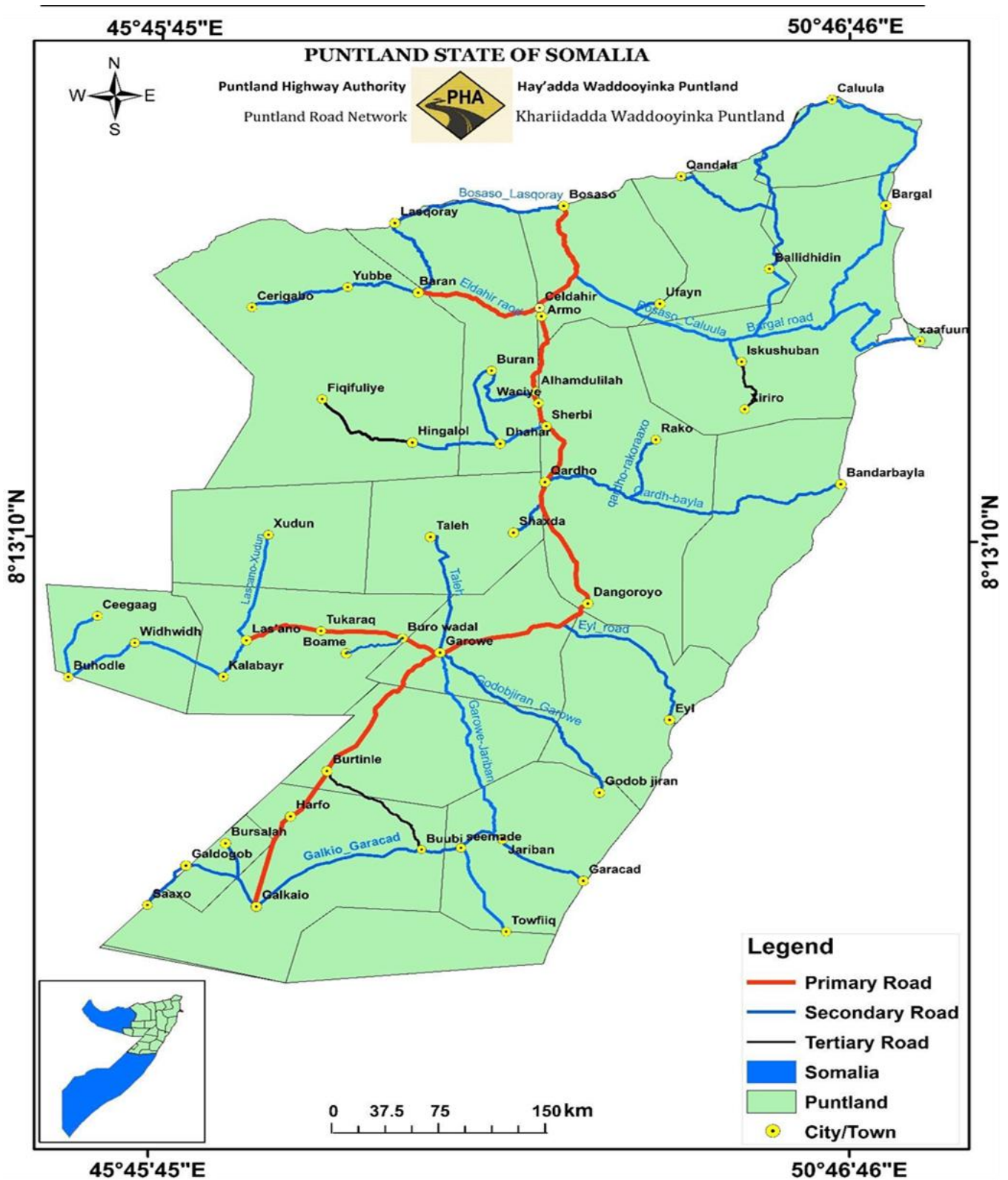
Abdifitah Mohamed Sugule

CEO, Puntland Highway Authority

December 2023.



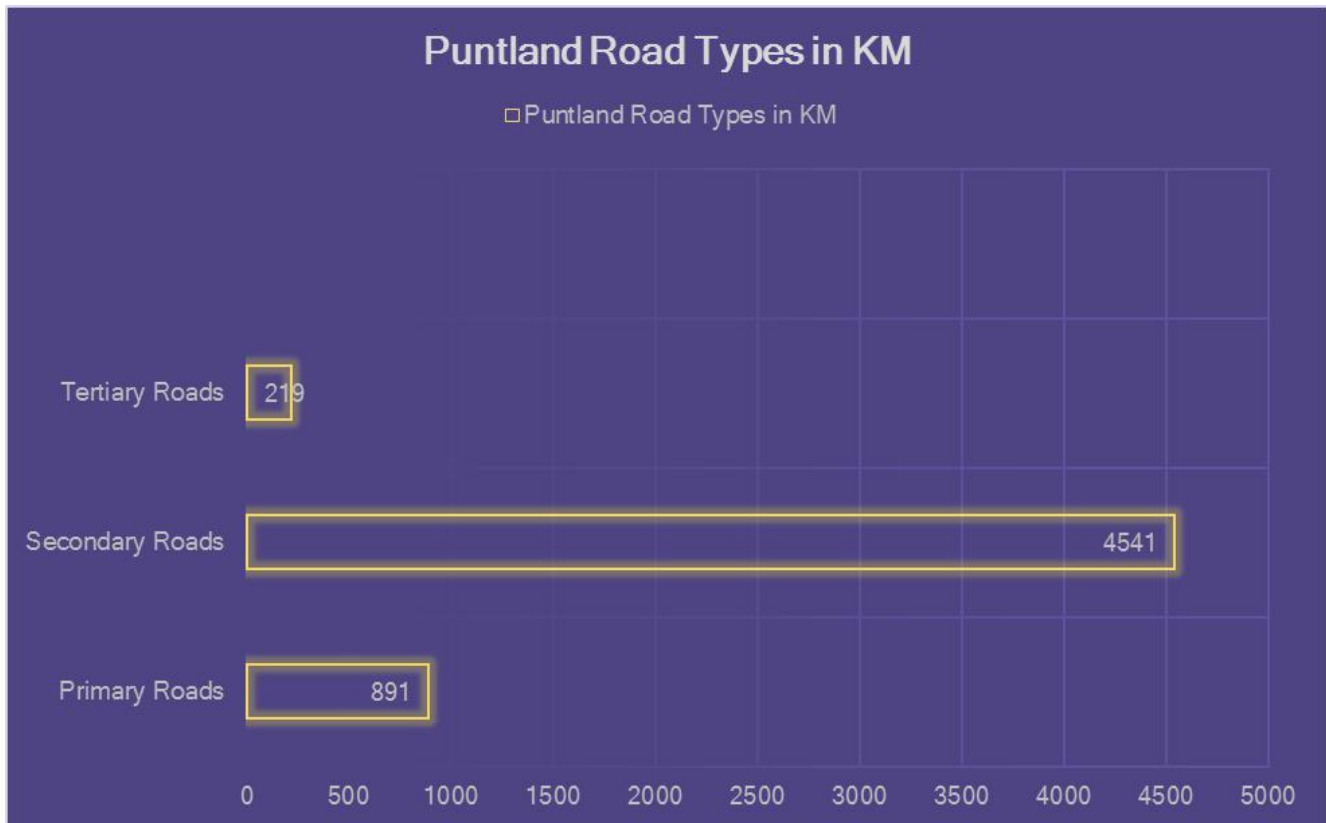
PUNTLAND ROAD NETWORK





PUNTLAND ROAD CLASSIFICATION

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





PUNTLAND HIGHWAY AUTHORITY

The Puntland Highway Authority (PHA) stands as a significant State Corporation, brought into existence by the enactment of Law No. 18. Empowered by this legislation, PHA assumes a vital and comprehensive role in the realm of infrastructure development, ensuring the effective construction, maintenance, repair, and management of the expansive network of roads within the territorial boundaries of Puntland State, Somalia.

PHA's mandate, as stipulated in the aforementioned law, spans a wide array of activities, with a primary focus on the strategic oversight and implementation of projects dedicated to the enhancement of the road and highway systems throughout Puntland State. This goes beyond the creation of new roads, extending to the ongoing rehabilitation, repair, and upkeep of existing ones.

Additionally, PHA bears the essential responsibility of supervising and managing various road and highway projects pivotal for the socio-economic growth of Puntland State. This entails a commitment to upholding the highest standards of quality, safety, and efficiency, ensuring that these projects contribute positively to the well-being of the region's inhabitants.

In essence, PHA serves as the central authority responsible for the entire life cycle of road infrastructure within Puntland State. From the initial phases of planning and development to the continuous efforts in maintenance and improvement, PHA plays a pivotal role in fostering connectivity, facilitating transportation, and promoting economic growth throughout the region.

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

Objectives

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



CORE VALUES

PHA's strategic plan listed five core values that continue to guide the organization in the pursuit of its goals:

1.	Ethics	
2.	Transparency and Accountability	
3.	Professionalism and integrity	
4.	Safety	
5.	Efficiency and effectiveness	

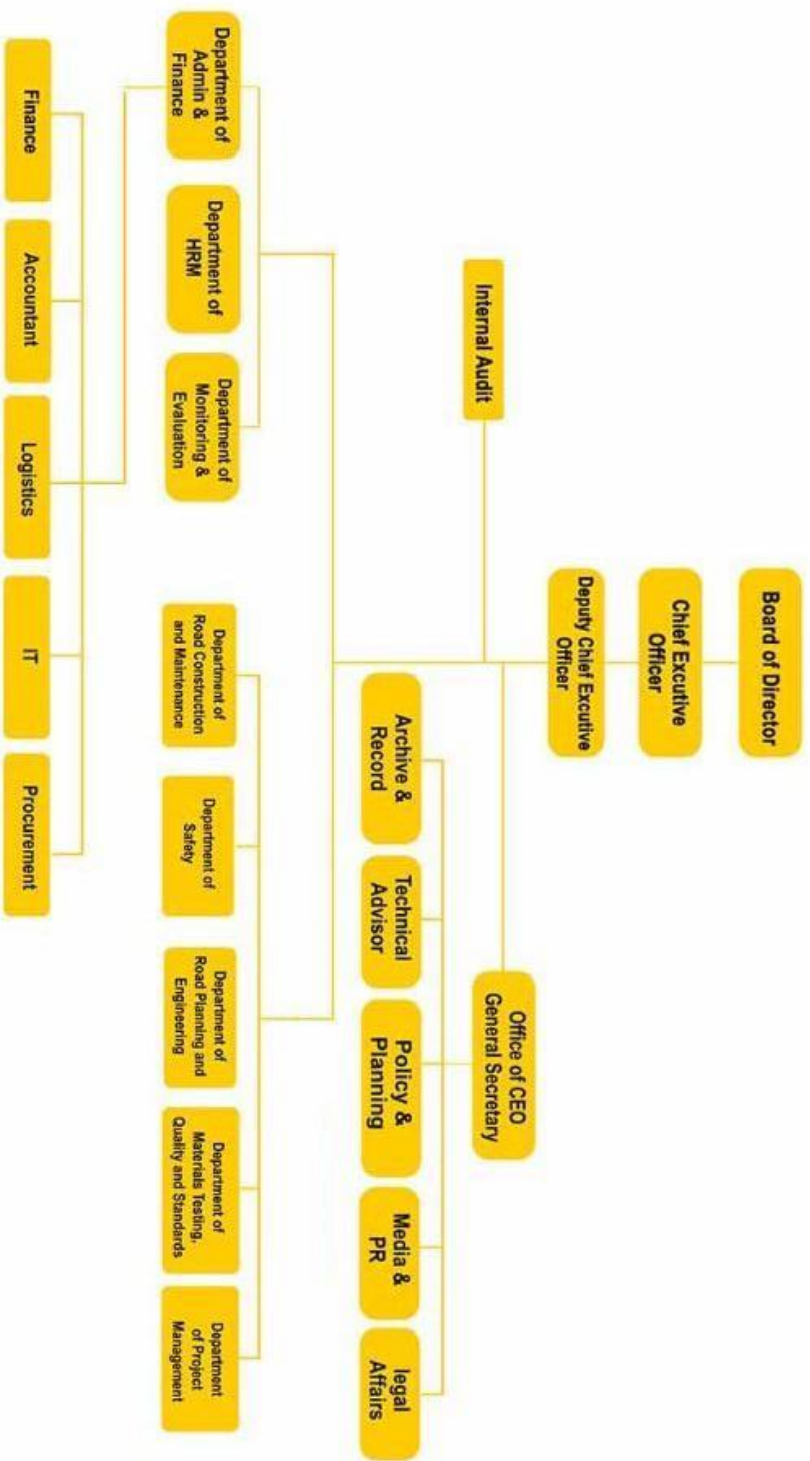


PHA GOVERNANCE CHART

HAY'ADDA WADDOOYINKA
DAWLADDA PUNTLAND

Puntland Highway Authority (PHA)

PUNTLAND HIGHWAY AUTHORITY CHART





INTRODUCTION

It is with great enthusiasm and a sense of accomplishment that we present to you the Second Year Progress Report of the Puntland Highway Authority's Three-Year Strategy Plan (2022-2024). As we navigate the ever-evolving landscape of infrastructure development and regional connectivity, we are pleased to share the substantial milestones and achievements we have attained over this year.

The Planning, Monitoring, and Evaluation Unit is pleased to offer the progress report for the 2023 Strategic Plan, covering the period up to end of 2023. This strategic plan is designed to foster the growth and improvement of our esteemed institution, focusing on both administrative and technical aspects. It also sets ambitious goals for the transformation of administrative and engineering functions within the organization.

This strategic plan reflects our commitment to achieving meaningful progress in our operational and technical capabilities, a major milestone in this journey is towards organizational growth and developing an authentic and comprehensive strategic plan. This strategic plan was set to be a guiding blueprint for PHA, with the overarching goal of contributing to the socioeconomic advancement of Puntland. We are dedicated to implementing strategies and initiatives that align with our mission and objectives, ultimately making a positive impact on the region's infrastructure and overall development.

Furthermore, it is worth noting that the executive leadership at PHA played a crucial role in fostering the work of the Planning, Monitoring, and Evaluation unit. They actively encouraged and endorsed the efforts of this unit, recognizing the importance of systematic planning, monitoring, and evaluation in realizing the institution's objectives and overall mission. This endorsement further underscored PHA's commitment to enhancing its performance and ensuring the effective management of its projects and initiatives.

The report is intended to act as a performance review, offering insights into how well the organization has been executing the strategic initiatives and objectives set forth in the plan during this specific year. By conducting this evaluation, PHA aims to gauge the extent to which it has made strides toward its strategic goals, identifying both areas of success and areas that may require further attention or adjustment as the plan continues to unfold.



EXECUTIVE SUMMARY

The Puntland Highway Authority (PHA) is delighted to present on going 2023 Year Progress Report, which encapsulates our second-year achievements and efforts in pursuit of our three-year strategic plan (2022-2024). This year's report is a testament to our unwavering commitment to transforming the roads of Puntland into pathways of progress. The PHA has continued its unwavering commitment to the development and maintenance of a resilient road infrastructure network in the Puntland region. This year has seen significant advancements across key areas, reflecting our dedication to excellence, innovation, and responsiveness to the evolving needs of our communities. This executive summary provides an overview of our achievements, goals, and the path forward.

GOALS:

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. To fulfill this mission, we set four primary goals, which are:

GOAL 1. Administration Department Capacity Development: In the pursuit of administrative excellence, we have implemented a robust financial management system, strengthened human resource management practices, and optimized our administration systems. These efforts have not only streamlined our internal operations but also paved the way for more effective service delivery.

GOAL 2. Engineering Department Capacity Development: Elevating our engineering capabilities has been a priority. This year, we bolstered the technical proficiency of our engineering teams, revamped road planning and design processes, and enhanced our quality control measures. These enhancements ensure that our road infrastructure meets the highest standards of safety and durability.

GOAL 3. Road Projects and Contract Management Capacity Development: Our commitment to sound project management has yielded tangible results. We have improved project oversight, refined procurement standards and tendering procedures, and successfully executed emergency road rehabilitation and construction projects. These endeavors have expedited the delivery of vital infrastructure to communities in need.

GOAL 4. Relationship Building and Stakeholders Engagement: Building partnerships and engaging stakeholders have been fundamental to our success. We have actively collaborated with government bodies, non-governmental organizations, and local communities. This inclusive approach has not only facilitated resource mobilization but also empowered local voices in shaping road infrastructure development.



STRATEGIC OBJECTIVES

In alignment with these goals, there are 11 strategic objectives, reflecting our commitment to continuous improvement:

Strategic Objective 1: To strengthen and maintain administration effectiveness, financial management system, and human resource management system.

Strategic Objective 2: Development and strengthening of 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 Road Construction and Maintenance Department.

Strategic Objective 7: Improve and strengthen Project Management Capacity Department.

Strategic Objective 8: Development of procurement standards, tendering procedures, and legal frameworks.

Strategic Objective 9: To implement emergency road rehabilitation and construction projects for the main paved & feeder roads in Puntland.

Strategic Objective 10: To develop approaches for engagement with stakeholders and networks and advocate for resource mobilization.

Strategic Objective 11: To improve Puntland roads' safety and develop rules and regulations for road safety.





DEPARTMENTAL PERFORMANCE

OFFICE OF THE CHIEF EXECUTIVE OFFICER

To effectively put the strategic plan into action, it has been meticulously divided into annual and quarterly pieces. This breakdown allows for a structured and manageable approach to achieving the plan's objectives. Furthermore, individual departments within the organization have been actively engaged in this process. They have been tasked with crafting their own monthly and weekly plans, each geared towards accomplishing specific strategic objectives outlined in the overarching strategic plan.

Strategic Objective 10: To improve institutional soundness and governance system and stakeholders Engagements.										
No	Activities	Expected Output	Indicator	Responsible Person	Percentage	Status of 2023	2023			
							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	X	X
2	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	X	X
3	Prioritize ways of accumulating extra resources and to mobilize existing resources	Development of alternative source of income generations	# stakeholders engagement plans #number of meetings held #minutes drafted	CEO office	100%	Achieved		X	X	X



OFFICE OF THE CHIEF EXECUTIVE OFFICER

No	Activities	Expected Output	Indicator	Responsible Person	Percentage	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
5	formulation of good governance frameworks	To develop well defined, transparent good governance mechanisms	# number of policies drafted and passed by the executive	CEO office	90%	Achieved		X	X	
6	To hire consultant for preparing policy for PHA	Attaining reliable policy for the PHA	Completion of policy	CEO office		Not Achieved		X		
7	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	80%	On Progress				X
8	Review and update PHA policies	Attaining reliable policy for the PHA	Completion of policy	CEO office	80%	Achieved		X	X	
9	Conduct PHA's Departments capacity assessment	Departments capacity assessment report	#Department's capacity assessment reports	CEO office	90%	Achieved		X		
10	Conduct asset registration and data management	Asset data keeping system	# systems applied	CEO office	100%	Achieved		X	X	X



OFFICE OF THE CHIEF EXECUTIVE OFFICER

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
11	Strengthening accountability systems	Assurance of accountability systems placed in	# protocols and guidelines developed	CEO office	100%	Achieved		X	X	X
12	Create sustainable communication channel for UN, international NGO and local partners.	Communication channels is created	# contacts for all stakeholders #meetings held	CEO office	40%	On Progress		X	X	X
13	Build strong relationships and sign MOU, MOA, roads development partners in and outside Somalia.	Networks for development partners is created	#MOU,MOA signed	CEO office	50%	On Progress		X	X	X
14	Identify and invest strategic international alliance in regard with roads development initiatives in particular those that brings multi-disciplinary agenda.	Strategic roads development initiative is developed	# strategic plans implemented #proposals developed	CEO office	50%	On Progress		X	X	

OFFICE OF THE CHIEF EXECUTIVE OFFICER

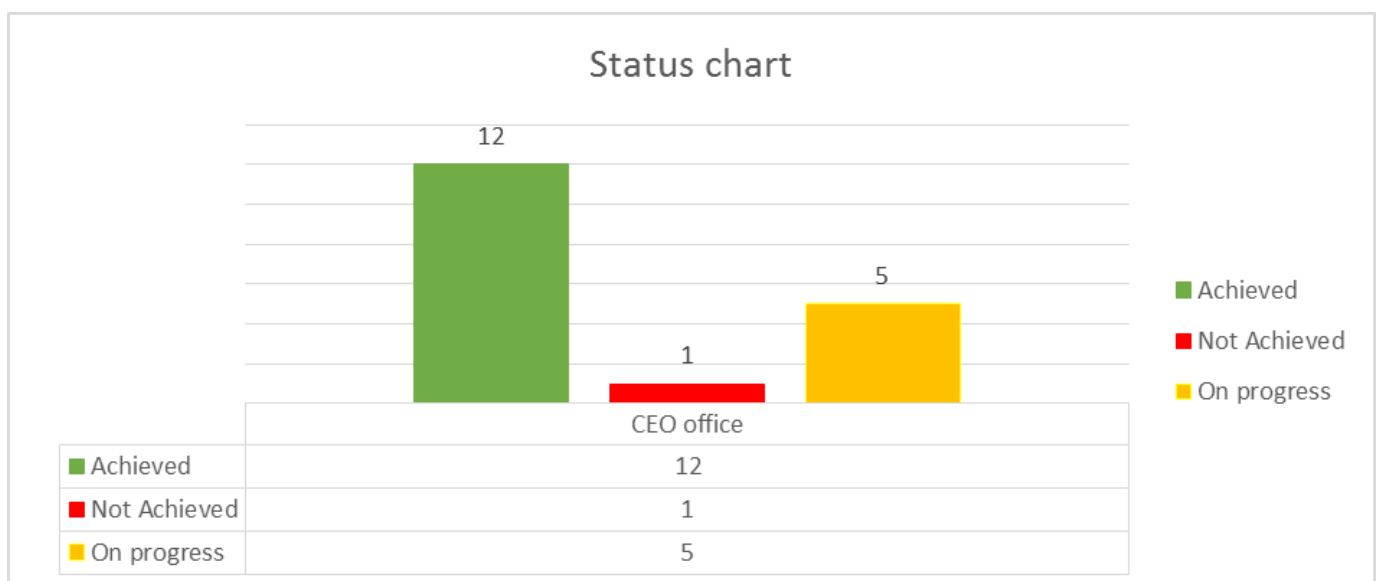
No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
15	Create institutional level strategic partnerships that results greatest opportunity for our staff mobility programs, growth and develop and research as well.	Staff mobility programs is developed and strategic partnerships is developed	#MOU,MOA signed #networks created	CEO office	80%	Achieved		X	X	X
16	Enhance partnership with media and civil societies in Puntland for road development initiatives.	Networks for local partners is created	# engagement meetings held	CEO office	80%	Achieved		X	X	X
17	Enhance of our partnership with local and international agencies, NGO, and any other institutions deemed with roads and infrastructural activities	Networks for local partners is created	# engagement meetings held	CEO office	80%	Achieved		X	X	X



OFFICE OF THE CHIEF EXECUTIVE OFFICER

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
18	Collaborate with local relevant public institutions mandated for public infrastructure and development	Networks for local public institutions is created	# engagement meetings held	CEO office	95%	Achieved	X	X	X	

Responsibilities	Achieved	Not Achieved	On progress	Grand Total
CEO office	12	1	5	18
Grand Total	12	1	5	18





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ADMIN & FINANCE DEPARTMENT

Strategic Objective 1A: To strengthen administration effectiveness, and Financial Management System.										
No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							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	30%	Not Achieved		X	X	X
2	Payment PHA's operational Cost	Institutional productivity	# Functional running cost	Admin and Finance	50%	On Progress		X	X	X
3	To prepare a plan for the communities to contribute for roads rehabilitation and construction.	To create a climate of appreciation and ownership from the public, to invest road projects	# stakeholders engagement plans #number of meetings held	Admin and Finance		Not Achieved		X		
4	Strengthen internal control systems and accountability	Enhanced PHA's system	Setting internal system of PHA	Admin and Finance	90%	Achieved		X	X	X
5	Asset disposal and sold out of scrapped assets	Reliable disposable system	Implementation of disposal policy	Admin and Finance	100%	Not Achieved		X	X	X



ADMIN & FINANCE DEPARTMENT

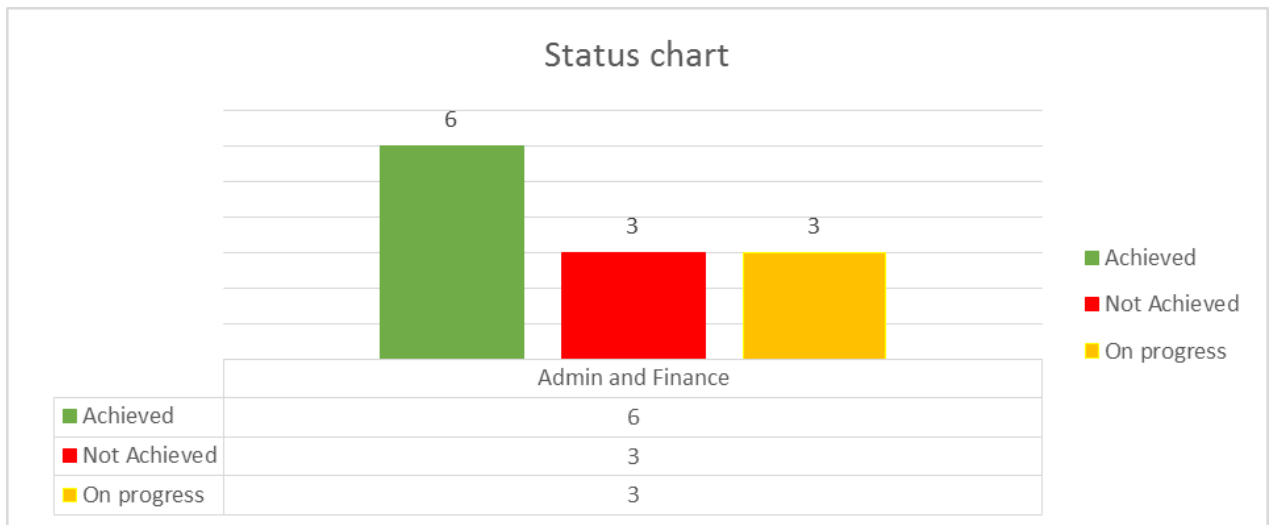
No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
6	Preparation of capacity assessment report for admin and finance department	To find a reliable source of information about the department in regard with staff capacity, levels and performance report	# final draft of the assessment	Admin and Finance	100%	Achieved				
7	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
8	Develop efficient financial management plans, forecasts, and annual performance reports	To have reliable and efficient financial information analyses	# Financial projections prepared	Admin and Finance	100%	Achieved		X		
9	Preparation and release of quarterly Auditing reports	Reliable and evidence based audited reports	# reports published	Admin and Finance	100%	Achieved		X	X	X
10	Preparation and release of annual Auditing reports	Final audit reports	# reports published	Admin and Finance	80%	Achieved				



ADMIN & FINANCE DEPARTMENT

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
11	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	80%	On Progress				
12	Official release of annual statements	The public informed	Final reports released	Admin and Finance	80%	On Progress		X	X	X

Responsibilities	Achieved	Not Achieved	On progress	Grand Total
Admin and Finance	6	3	3	12
Grand Total	6	3	3	12







HRM DEPARTMENT

Strategic Objective 1B: To develop and maintain a Human resource management System.										
No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							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	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	100%	Achieved				X
3	Staff acquisition through open external sources.	To get a number of qualified staff required by need	#number of staffs employed	HRM	60%	On Progress	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	70%	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		Not Achieved				X



HRM DEPARTMENT

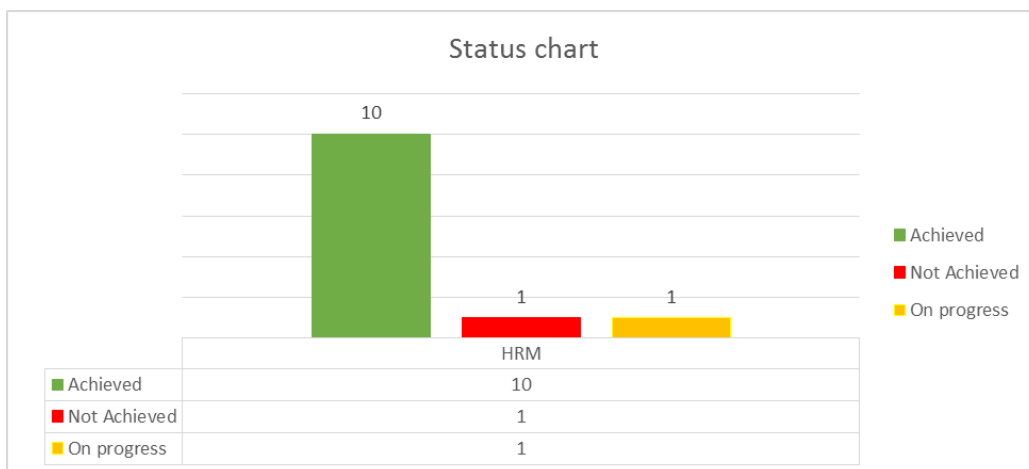
No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
6	Automate Staff attendances using modern SRP machines	To strengthen staff attendance of the work through automotive systems	# systems applied	HRM	85%	Achieved	X	X	X	X
7	Development Job 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	80%	Achieved				X
9	Improvement and modifications of the HRM department.	Increased efficiency and effectiveness of HRM processes and employee management.	#HR department satisfaction score	HRM	100%	Achieved	X			



HRM DEPARTMENT

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
10	Announcing and publicly declaring national holidays	Timely and accurate announcing of the dates and names of national holidays are made	#of days or weeks before the holiday that the announcement is made.	HRM	100%	Achieved				X
11	Preparation and present HRM monthly, quarterly, and annual reports	Accurate and timely reports released	#of reports that include all the necessary information required.	HRM	100%	Achieved				
12	Development of Human resource Management System.	HRM Management system developed	#management system	HRM	75%	Achieved				

Responsibilities	Achieved	Not Achieved	On progress	Grand Total
HRM	10	1	1	12
Grand Total	10	1	1	12







MATERIAL TESTING & QUALITY CONTROL DEPARTMENT

Strategic Objective (SO) 4: To improve the Capacity of Material Testing, Quality & Standards Department.										
No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
1	To train and prepare three material engineer for PHA	Available qualified technicians	# number of trainings provided	Material Testing & Quality control	80%	Achieved		X		
2	Retain and develop quality of material testing staffs	Development of the manpower	#number of trainings provided	Material Testing & Quality control	85%	Achieved				X
3	Needs assessment reports for the technical department staff	Comprehensive assessment reports	Final drafts	Material Testing & Quality control	85%	Achieved				X
4	Purchase of the needy machinery and important tools for laboratory office	Purchase of latest laboratory machines	#delivery of the machines	Material Testing & Quality control		Not Achieved				X
5	Upgrade/replace existing old basic material testing equipment	Upgrade of the existing testing equipment	# repairs made #purchase of new equipments	Material Testing & Quality control	100%	Achieved				X



MATERIAL TESTING & QUALITY CONTROL DEPARTMENT

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
6	Introduce latest software for material testing procedures and recording for the Material Testing Laboratory of PHA.	Purchase of testing software	#delivery of the software	Material Testing & Quality control	50%	On Progress			X	
7	To repair and maintain dysfunctional material tests equipment.	Functional material tests equipment	# number of tools repaired	Material Testing & Quality control	100%	Achieved	X			
8	Review maintenance operation manuals/policies and standards.	Development of the existing policies	# number of review meeting held	Material Testing & Quality control	100%	Achieved	X			
9	To carry out Lab assessment Equipment, Staff and Methods.	Lab assessment for equipment and staff developed	#Assessment Report	Material Testing & Quality control	90%	Achieved				X
10	Development Asphalt tests documents	Developing documents	#Number of documents developed	Material Testing & Quality control	90%	Achieved				X



MATERIAL TESTING & QUALITY CONTROL DEPARTMENT

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
11	Development of material testing, quality and standard management system.	Management system developed	#management system	Material Testing & Quality control	60%	On Progress			X	
12	Developing CBR - Three point method sheet	Properly prepared and weighed soil sample. Recorded sample weight and height.	#Weight of sample matches the specified requirement. #Sample height conforms to the standard.	Material Testing & Quality control	100%	Achieved				X
13	Preparing Sheerbi - Dhahar road quality control plan	Comprehensive quality control plan outlining testing methods	#Adherence to plan, #compliance with quality standards	Material Testing & Quality control	100%	Achieved				X
14	Preparing Kalabaydh - Birtadheer road quality control plan.	Specifying quality checks and standards developed	#Plan accuracy, #alignment with project requirements, #effective quality control.	Material Testing & Quality control	100%	Achieved				
15	Preparation of borrowpit sampling and report for SHEERBI-DHAHAR road.	Borrow pit sampling report detailing the suitability of materials developed	#Material quality assessment, #compliance with specifications.	Material Testing & Quality control	100%	Achieved				



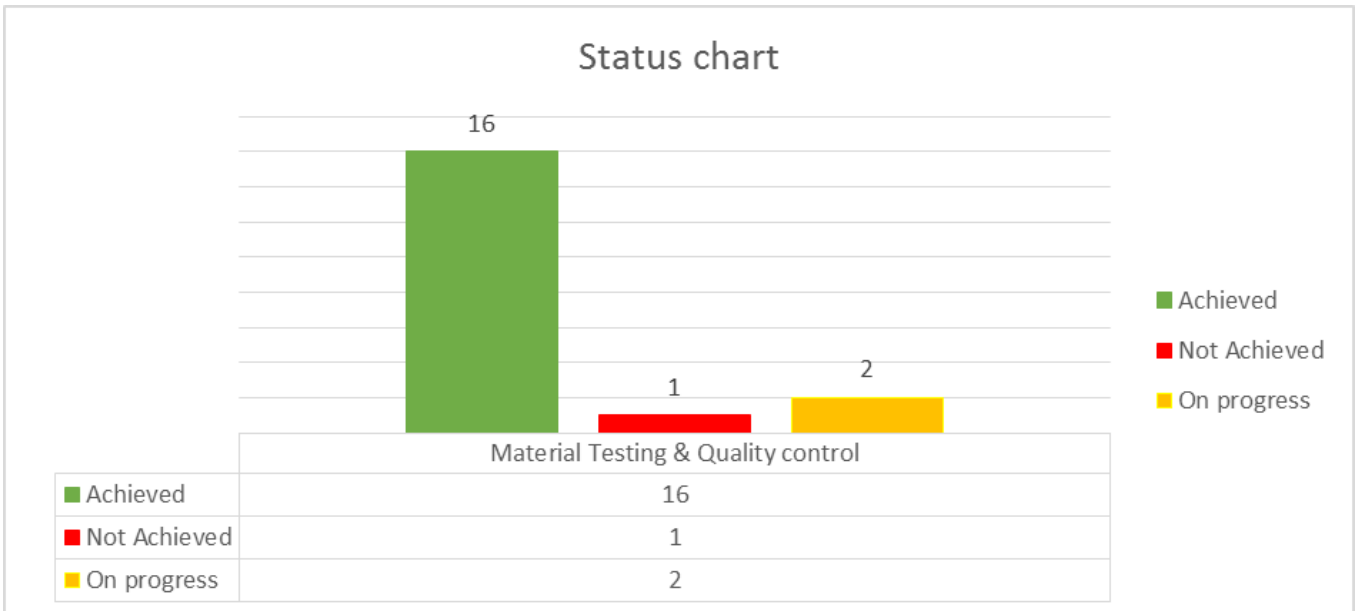
MATERIAL TESTING & QUALITY CONTROL DEPARTMENT

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
16	Preparation of borrowpit sampling and report for Hingalool road project.	Borrow pit sampling report detailing the suitability of materials developed	#Material quality evaluation, #adherence to project standards.	Material Testing & Quality control	100%	Achieved				
17	Preparing Kalabaydh - Birtadheer road quality control plan.	Quality control plan for the Kalabaydh-Birtadheer road Implemented	#Material quality evaluation, #plan developed.	Material Testing & Quality control	100%	Achieved				
18	Preparation of sand and conducting FDT test for Sheerbi-Dhahar feeder road.	FDT (Field Density Test) results and sand suitability report prepared	#Sand quality assessment, #test results compliance.	Material Testing & Quality control	100%	Achieved				
19	Conducting DCP test for Sheerbi-Dhahar feeder road.	DCP (Dynamic Cone Penetrometer) test results indicating soil compaction levels prepared	#Compaction assessment, #compliance with road construction standards	Material Testing & Quality control	100%	Achieved				



MATERIAL TESTING & QUALITY CONTROL DEPARTMENT

Responsibilities	Achieved	Not Achieved	On progress	Grand Total
Material Testing & Quality control	16	1	2	19
Grand Total	16	1	2	19





MATERIAL TESTING & QUALITY CONTROL DEPARTMENT

QUALITY CONTROL ACTIVITIES HIGHLIGHTS

1. CBR Tests for Sheerbi -Dhahar Road project



CBR Moulding



CBR Penetration

2. DCP Tests for Dhahar - Xingalol Road project



DCP testing

MATERIAL TESTING & QUALITY CONTROL DEPARTMENT

3. FDT Tests at Sheerbi -Dhahar Road project



Sand replacement test

4. Borrow pit sample and Proctor test

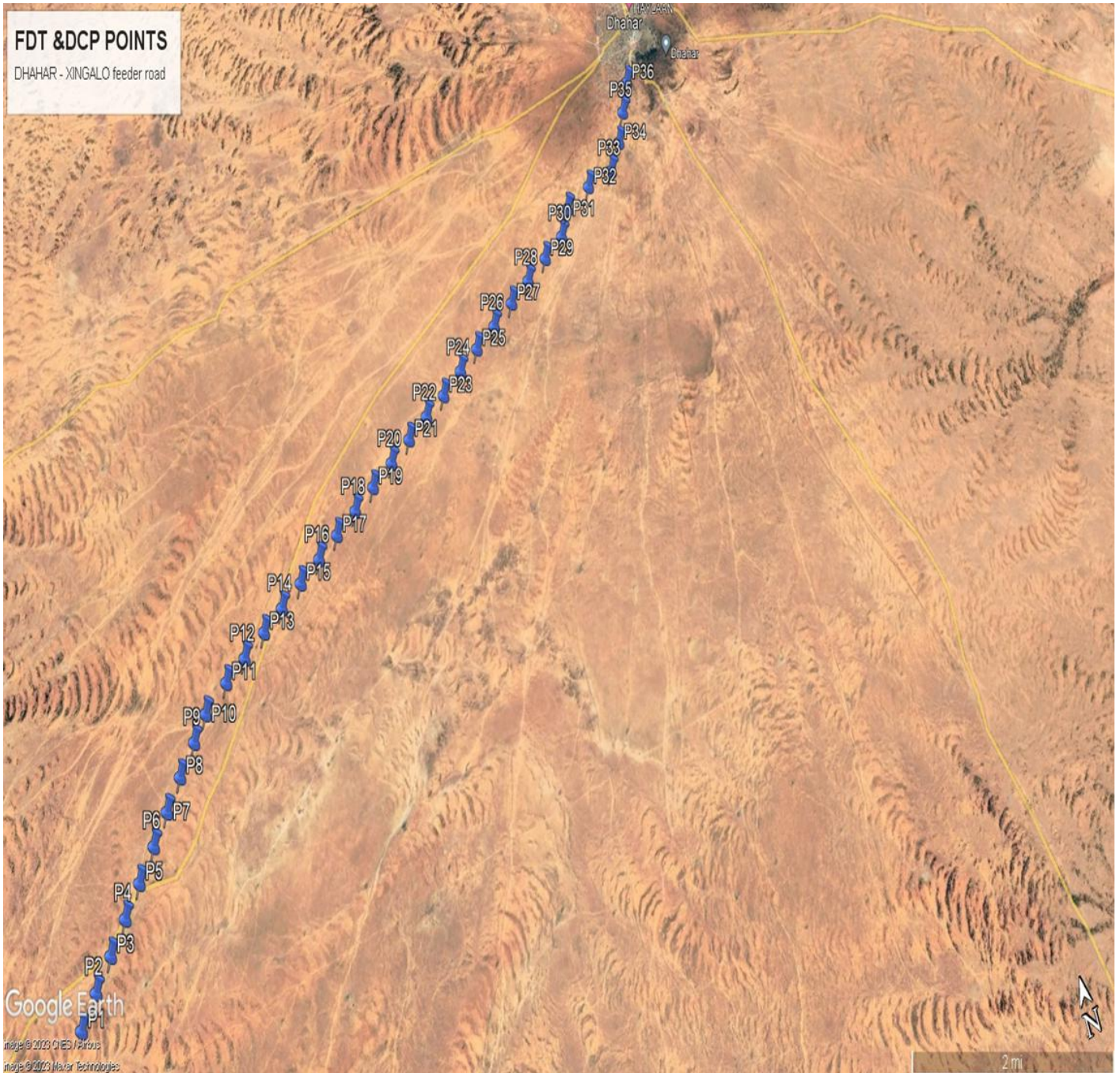




MATERIAL TESTING & QUALITY CONTROL DEPARTMENT

5. Mapping of test locations using GPS

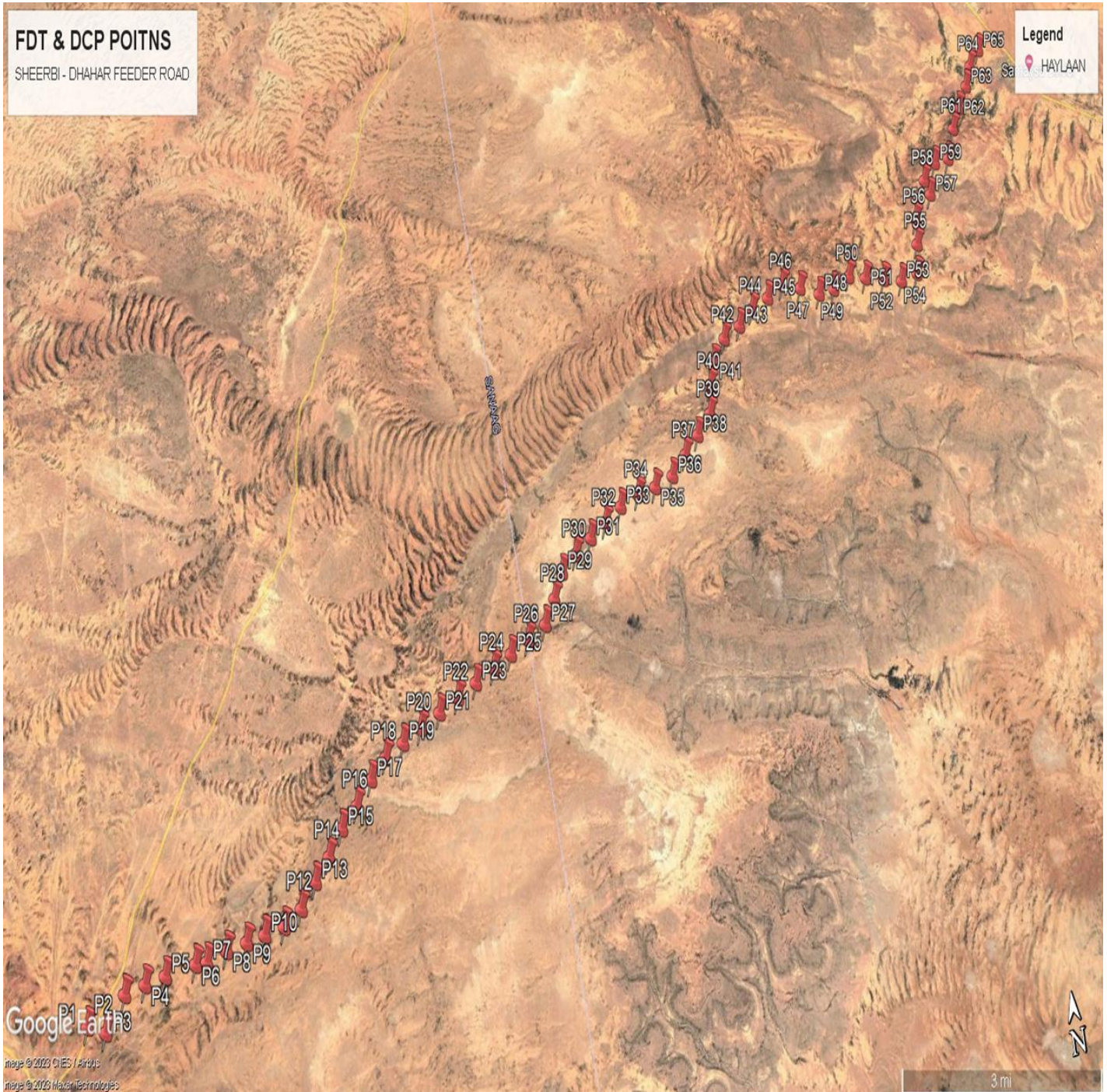
A. Dhahar – Xingalol Feeder road





MATERIAL TESTING & QUALITY CONTROL DEPARTMENT

B. Sheerbi - Dhahar Feeder road





MATERIAL TESTING & QUALITY CONTROL DEPARTMENT

C. Kalabaydh - Birtadheer Borrow Pit locations







ROAD PLANNING AND ENGINEERING DEPARTMENT

Strategic Objective 5: To enhance Road Planning, Surveying, Designing and Engineering Capacity.										
No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
1	Preparation of needs assessment report for surveying and designing capacity.	Understand of institutional work tools need assessment	# number of tools required and purchased	Planning and engineering	100%	Achieved		X		
2	Preparation of needs assessment for the department (training needs assessment, equipment and people).	Areas of trainings interventions required	#Number of trainings provided	Planning and engineering	80%	Achieved				X
3	Conducting capacity building training for survey and design staff.	Enhancement of staff capacity and development	#number of trainings developed	Planning and engineering	80%	Achieved				X
4	Purchasing design and survey tools.	Survey tools provided	# of survey and design tools been purchased	Planning and engineering		Not Achieved				X
5	Purchase of road mapping and survey drones.	Road mapping and survey drones provided	#Availability of the drones	Planning and engineering		Not Achieved				X



ROAD PLANNING AND ENGINEERING DEPARTMENT

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
6	Assigning and preparation of annual budgets for fixture of maintenance and surveying machines and tools.	Preparation of annual budget report	Completion of annual budget report	Planning and engineering		On Progress			X	
7	Extension of Surveying and designing section functions into collection and storage of road data	Enhancement of duties and responsibilities	#Performance reports published	Planning and engineering	100%	Achieved	X			
8	To ensure optimized IT and communications systems for SD section	To strengthen utilization of IT systems	# systems and application applied	Planning and engineering	100%	Achieved	X			
9	Establishment for a process of frequent review of design standards to incorporate technological advances and best practices.	Strengthening quality of designing and surveying procedures	#procedures and guidelines developed	Planning and engineering	100%	Achieved				X
10	Capacity building and training of staffs	Enhancement of staff capacity and development	#number of trainings developed	Planning and engineering	90%	Achieved				X



ROAD PLANNING AND ENGINEERING DEPARTMENT

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
11	Road survey all paved road sections	Attaining accurate data of paved roads	Regular supervision on the main roads	Planning and engineering	80%	Achieved			X	
12	Data collection for road safety condition: 1. Road Safety Survey Section A-Bossaso-Qardho 2. Survey of the condition of roads Section B-Qardho-Garowe 3. Survey of the condition of the roads Section C-Garowe – Gaalcayo 4. Survey of the condition of the roads Section D-Garowe – Tukuraq 5. Survey of the condition of roads Section E- Eldahir - Baran	Report and survey results	# road condition detection survey for each section	Planning and engineering	80%	Achieved				X
13	Develop/implement technical standards, specifications and design norms to be adopted by PHA in all projects	Attaining quality technical standard	Implementation of quality of standard	Planning and engineering	90%	Achieved				X



ROAD PLANNING AND ENGINEERING DEPARTMENT

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
14	Development Road planning and Engineering management system	Management system developed.	#management system	Planning and engineering	70%	On Progress				
15	Burtinle-Harhar Road Section Damage Assessment Due to Winter Rains	Comprehensive report detailing the extent of damage to the Burtinle-Harhar road section	#Road damage severity rating #Cost estimate accuracy	Planning and engineering	100%	Achieved				
16	Haji Khayr Road Section Damage Assessment Due to Winter Rains	Photographs and GPS coordinates of damaged sections	#Number of damaged road sections identified #Total repair cost estimate	Planning and engineering	100%	Achieved				
17	Haji-khayr site surveying for detecting the water flow direction.	Clear identification of water flow direction	#Observation report highlighting significant findings	Planning and engineering	100%	Achieved				
18	Sheerbi-Qardho Road Section Damage Assessment Due to Winter Rains	Detailed assessment report highlighting road damage extent and priority areas for repair.	#Number of damaged road sections identified, #severity rating, #cost estimate for repairs.	Planning and engineering	100%	Achieved				



ROAD PLANNING AND ENGINEERING DEPARTMENT

No	Activities	Expected Output	Indicator	Responsible	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
19	Preparing BOQ for Rehabilitation Section	Bill of Quantities (BOQ) document specifying quantities and costs of materials.	#Accuracy of BOQ, compliance with project standards, #completion timeframe.	Planning and engineering	100%	Achieved				
20	Site Visit to Dhahar-Sherbi-Sherbi-Hingaloolo Feeder Road Project	Site visit report documenting project progress, challenges, and recommendations.	#Identified issues, #progress updates, #safety compliance.	Planning and engineering	100%	Achieved				
21	Preparing Monthly Report for Dhahar-Sherbi-Sherbi-Hingaloolo Feeder Road Project	Monthly progress report highlighting achievements, challenges, and financial status.	#Percentage of project completion, #budget variance, #key accomplishments.	Planning and engineering	100%	Achieved				
22	Site Visit to Jidlahelay Feeder Road Construction Road Ufeyn, Bari Region	Site visit report summarizing construction progress, quality, and any issues	#Progress milestones achieved, #quality assessment, #safety observations.	Planning and engineering	100%	Achieved				



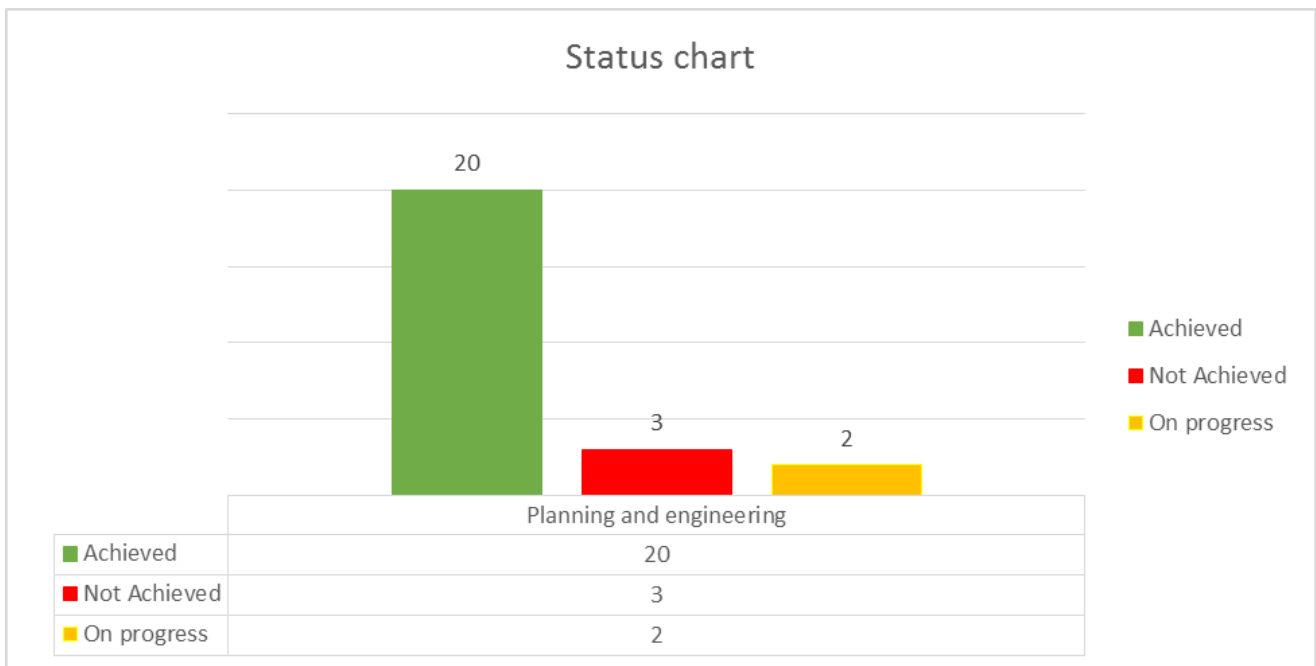
ROAD PLANNING AND ENGINEERING DEPARTMENT

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
23	Preparing Monthly Report for Jid-lahelay Feeder Road Construction Road Ufeyn, Bari Region	Monthly report showcasing project status, financial updates, and issues.	#Percentage of project completion, #budget utilization, #issues resolved.	Planning and engineering	100%	Achieved				
24	Preparing for Extension Request Document for Jid-lahelay Feeder Road Project	Extension request document outlining reasons for the extension and its impact on the project	#Validity of extension reasons, #timeline extension requested.	Planning and engineering	100%	Achieved				
25	Preparing Monthly Report for Dhahar-Sherbi-Sherbi-Hingaloolo Feeder Road Project	Monthly progress report highlighting achievements, challenges, and financial status.	#Percentage of project completion, #budget variance, #key accomplishments.	Planning and engineering	100%	Achieved				
25	Monthly Report for Birta-dheer to Kalabayr Rehabilitation Project	Monthly report summarizing project progress, expenditures, and issues.	#Percentage of rehabilitation completed, #financial performance, #issues resolved.	Planning and engineering	100%	Achieved				



ROAD PLANNING AND ENGINEERING DEPARTMENT

Responsibilities	Achieved	Not Achieved	On progress	Grand Total
Planning and engineering	20	3	2	
Grand Total	20	3	2	25



DEPARTMENT ACTIVITIES HIGHLIGHTS

1. Study of Galkayo Storm Water Management Assessment

The Puntland Highway Authority Chairman, Dr. C. Fitaax Mohamed Sugule, along with the Authority's team of engineers, presented a comprehensive study on the impact of the recent heavy rains in Galkayo and the resulting damage to the road infrastructure. The study focused on providing valuable insights into the water situation in the city, including detailed information on the water flow patterns and directions. It also highlighted the most suitable methods and strategies for effectively removing water from the city to mitigate flooding and related issues.

Furthermore, the study delved into the existing challenges faced in managing the water flow and drainage systems within the city. It shed light on the obstacles and difficulties encountered on the ground, such as inadequate infrastructure, capacity limitations, and environmental factors affecting the water management process.

The presented study aimed to provide a comprehensive understanding of the current water situation in Galkayo and offer recommendations to address the challenges and improve the existing hierarchy of water management. By analyzing the data and assessing the ground reality, the study aimed to contribute to the development of effective plans and strategies that would ensure the efficient removal of water from the city and reduce the impact of future heavy rains.

The Chairman of the Puntland Highway Authority and the team of engineers demonstrated their commitment to addressing the water-related issues faced by Galkayo and emphasized the importance of collaborative efforts and strategic interventions to safeguard the city's infrastructure and enhance its resilience against adverse weather conditions.

Photos



ROAD PLANNING AND ENGINEERING DEPARTMENT

DEPARTMENT ACTIVITIES HIGHLIGHTS

2. Data collection and assessment of Galkayo roads infrastructure damage

The Chairman of the Puntland Roads Authority, Dr. C/fitaha Mohamed Sugulle, with the Governor of Mudug, and Mr. Faysal Sh. Ali, and the Mayor of Galkayo District, Mr. Hassan Mohamed Jama, to initiate an assessment and data collection endeavor focused on the landslides that occurred on the roads of Galkayo due to the recent torrential rains.

To conduct a comprehensive evaluation, the Puntland Roads Authority (PHA) deployed skilled engineers equipped with modern tools and technology. Their primary objective is to assess the classification of land within the city and analyze its response to water flow. This crucial information will enable them to formulate a well-informed plan and design for the damaged roads, incorporating an effective drainage system. Close collaboration with the Galkayo District administration and the Mudug regional administration will ensure the successful implementation of these measures.

In addition to the assessment and design efforts, a specialized team of technical engineers known as the Gaalkayo Engineering Technical Group will be actively involved in data collection and conducting an in-depth study. Their focus will be on identifying sustainable solutions to efficiently remove excess water from the city. By leveraging their expertise, this group aims to propose long-term strategies that address the water management challenges faced by Galkayo.

This joint initiative spearheaded by the Chairman of the Puntland Roads Authority, alongside key stakeholders from the local and regional administrations, demonstrates a proactive approach towards mitigating the impacts of natural disasters. The commitment to data-driven assessments, strategic planning, and sustainable solutions reflects their dedication to ensuring the safety, resilience, and development of Galkayo's road infrastructure.

Photos





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LARGE METAL AND DRIVING CONCRETE



ROAD CONSTRUCTION & MAINTENANCE DEPARTMENT

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	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
1	Preparation of needs assessment reports for PHA construction and maintenance machines	Understand of institutional machinery assessment	# Final reports drafted # Number of machines required and purchased	Road Construction and Maintenance	100%	Achieved				X
2	Preparation of needs assessment reports for heavy construction assets	Understand of institutional heavy machines assessment	# Number of machinery assets required and purchased	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	Assurance that standards are adequately outlined for both equipment and labor-based methods	Standards are followed as per required	# methods and procedures followed	Road Construction and Maintenance	90%	Achieved			X	

ROAD CONSTRUCTION & MAINTENANCE DEPARTMENT

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
5	Formulation of prioritized maintenance programs and budgets	Availability of budget for annual maintenance programs	# budgets released and passed	Road Construction and Maintenance	100%	Achieved				X
6	preparation of periodic road maintenance plan	Strategic work plans for periodic maintenance	# plans drafted and endorsed under the budgets	Road Construction and Maintenance	90%	Achieved	X	X	X	X
7	Conducting of road condition assessment survey for gravel secondary roads in Puntland	Reliable road data released	# final drafts prepared	Road Construction and Maintenance	50%	On Progress	X	X	X	X
8	To carry out rehabilitations and maintenance for gravel roads in Puntland	234 km of the unpaved paved main road maintained and repaired	#KM repaired # studies conducted	Road Construction and Maintenance	30%	On Progress				X
9	To carry out periodic 500km pothole repair works. Bosaso-Qardho; Qardho-Garowe ,Xarfo-Bacadweyn.	500 km pothole repairs conducted	#km of potholes repaired	Road Construction and Maintenance	100%	Achieved			X	X



ROAD CONSTRUCTION & MAINTENANCE DEPARTMENT

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
10	Cutting off the trees grown on the sides of the main tarmac yako-qayaadsame ,Birta dheer-Jalam,	Trees grown on the sides of road cute-off	#Numbers of trees has being cut off	Road Construction and Maintenance	85%	Achieved			X	X
11	Select and assess potential local Public Private Partnerships (PPP) available in the area	Public -private dialogues reached	#number of meetings held #minutes drafted	Road Construction and Maintenance	100%	Achieved			X	X
12	Strengthening road rehabilitation and construction supervision and field visits	Supervisions strengthened	# number of trainings conducted/field visits	Road Construction and Maintenance	100%	Achieved				X
13	Identify and facilitate the rehabilitation of the worst section along the main Bosaso – Galkacyo road	Facilitation of the rehabilitation of worst areas of the main tarmac	#KM repaired	Road Construction and Maintenance	100%	Achieved			X	X
14	To carry out routine maintenance of the entire road network annually	Upgrading of road networks	#km repaired and maintained	Road Construction and Maintenance	85%	Achieved				



ROAD CONSTRUCTION & MAINTENANCE DEPARTMENT

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
15	To carry out road inventories, conditions and traffic surveys	Assurance of roads safety and conditions.	#number of surveys reported.	Road Construction and Maintenance	90%	Achieved				
16	Development of Road Maintenance Management System	Management system developed	#management system.	Road Construction and Maintenance	50%	On Progress				
17	Rehabilitation of department office and Buying of office equipment like computer, printer, office stationery.	Completed office applicable to work	#Number of equipment received. #Cost Management.	Road Construction and Maintenance	85%	Achieved				
18	Rehabilitation of Damaged Culvert near Tulo-Oman	Maintained of Culvert	#Rehabilitation culverts	Road Construction and Maintenance	100%	Achieved				
19	conduct training for the maintenance staff of the agency	The Staff Should trained	#Number of trainings provided	Road Construction and Maintenance		Not Achieved				



ROAD CONSTRUCTION & MAINTENANCE DEPARTMENT

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
20	Scarification of road damaged Section in Jalam-Xarxar	clearing of Damaged road paved Sections	#data of meters damaged	Road Construction and Maintenance	100%	Achieved				
21	Rehabilitation and Maintained of Potholes in the road between Bacadwayn and Cagaran	Filling of potholes in the Road	#Rehabilitation potholes	Road Construction and Maintenance	100%	Achieved				
22	Rehabilitation of Damaged Culvert near Galkacyo	Maintenance of Culvert	#Rehabilitation of culverts	Road Construction and Maintenance		Not Achieved				
23	Rehabilitation and Maintenance of Potholes the road passes through Bacadwayn City	Filling of potholes in the Road	#Rehabilitation of potholes	Road Construction and Maintenance	100%	Achieved				
24	Rehabilitation and construction work on the feeder of Garacad-Goldogob (301km)	Enhancing economic activities between Garad port entire Somali region and other neighboring countries	Planned and completion work projects	Road Construction and Maintenance	20%	On Progress				



ROAD CONSTRUCTION & MAINTENANCE DEPARTMENT

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
25	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	100%	Achieved				
26	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	95%	Achieved				
27	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	100%	Achieved				
28	Rehabilitation and construction work on the lafagorayo feeder road (26km)	Reliable transport between Puntland regions	Planned and completion work projects	Road Construction and Maintenance	50%	On Progress				
29	Rehabilitation and Construction work on the Galkacyo-Goldogob feeder road (67km)	Reliable transport between Puntland regions	Planned and completion work projects	Road Construction and Maintenance	10%	On Progress				



ROAD CONSTRUCTION & MAINTENANCE DEPARTMENT

Responsibilities	Achieved	Not Achieved	On progress	Grand Total
Road Construction and Maintenance	21	2	6	29
Grand Total	21	2	6	29

Status chart

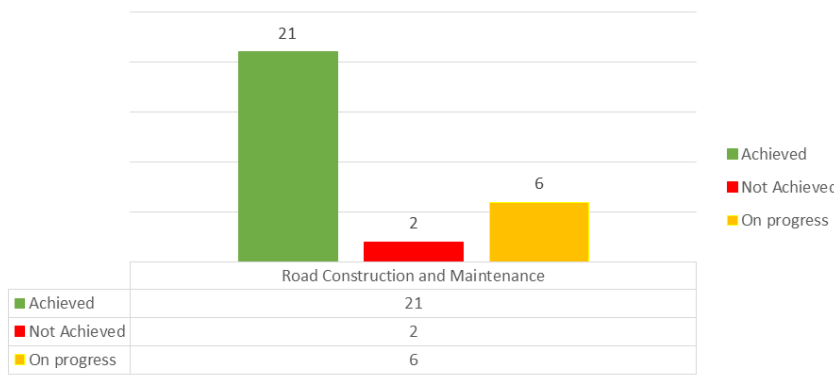


TABLE.1: LIST OF MAINTENANCE PROJECTS ACHIEVED

#	Maintenance site	maintenance type	Km	Amount	Status
1	Alhamdulillah- Bosaso	Potholes rehabilitating	11km	\$12,855.5	completed
2	Bacaadwayn-Cagaaran	Potholes rehabilitating	20km	\$30,307.75	completed
3	Ilmo -Adeer village	Culvert change	10meter	\$1,139	completed
4	Birtadheer- Xaarxaar- Bacaadwayn-Gaalkacayo	subsoil crushing and compaction	50km	\$485,000	completed
5	Tuulo ooman -Kalabayr	cutting trees	14km	\$5,124	completed
Total				\$534,427.05	

MAINTENANCE ACTIVITIES HIGHLIGHTS

Maintenance Activity 1: Rehabilitation of Damaged Culvert near Tulo-Oman

The rehabilitation of the damaged culvert near Tulo-Oman was a crucial undertaking to ensure the structural integrity of the road infrastructure. The damaged culvert posed a significant risk to the transportation network, impacting both commuters and the overall connectivity of the region. Through meticulous engineering and construction efforts, the culvert was successfully restored, enhancing the safety and reliability of the road.



Figure 1 Tuulo - Ooman Culvert rehabilitation

Maintenance Activity 2: Scarification of Road Damaged Section in Jalam-Xarxar

The scarification of the road-damaged section in Jalam-Xarxar exemplified a proactive approach to road maintenance. By addressing specific sections prone to damage, the maintenance team employed scarification techniques to improve the road's durability. This method not only mitigated existing issues but also contributed to the prevention of future damages, ensuring a more resilient and sustainable road network.



Figure 2 Pavement Scarification



ROAD CONSTRUCTION & MAINTENANCE DEPARTMENT

Maintenance Activity 3: Rehabilitation and Maintenance of Potholes in the Road between Bacadwayn and Cagaran

The rehabilitation and maintenance of potholes along the road between Bacadwayn and Cagaran were paramount for a smoother and safer driving experience. Potholes, if left unattended, can lead to further degradation of the road and pose hazards to vehicles. The meticulous repair and ongoing maintenance efforts in this stretch aimed to uphold road quality standards, enhancing the overall road user experience.



Figure 3: The rehabilitation and maintenance of potholes

Maintenance Activity 4: Rehabilitation and Maintenance of Potholes in the Road Passing through Bacadwayn City

Addressing the potholes in the road passing through Bacadwayn City demonstrated a commitment to maintaining urban road infrastructure. This activity not only focused on repairing existing potholes but also implemented measures to prevent their recurrence. By ensuring the road's optimal condition, the maintenance team contributed to the safety and convenience of the city's residents and visitors.



Figure 4: Pothole Maintenance.

Maintenance Activity 5: Cutting off Trees Grown on the Sides of the Main Tarmac Tuulo-Ooman-Kalabayr

The strategic decision to cut off trees along the sides of the main tarmac Tuulo-Ooman-Kalabayr served both aesthetic and practical purposes. Beyond enhancing the road's appearance, this action minimized potential risks associated with overgrown vegetation, such as obstructed visibility and damage to road infrastructure. The maintenance team's foresight in addressing this aspect contributed to an improved and safer travel environment.



Figure 5; Vegetation clearance

Maintenance Activity 6: Rehabilitation and Maintenance of Potholes in the Road between Dangorayo-Gardo

The rehabilitation and maintenance of potholes on the road between Dangorayo and Gardo played a pivotal role in preserving the road's functionality. Potholes can lead to uneven road surfaces, affecting vehicle stability and road safety. This activity focused on consistent repairs and upkeep, ensuring a reliable and durable transportation route for the communities along this corridor.



Figure 6: Pothole Maintenances.



ROAD CONSTRUCTION & MAINTENANCE DEPARTMENT

Maintenance Activity 7: Rehabilitation and Maintenance of Potholes in the Road between Gardo and Carmo

Similar to other sections, the rehabilitation and maintenance of potholes between Gardo and Carmo aimed at sustaining the road's performance. Addressing these specific road challenges contributed to a seamless and efficient travel experience for those commuting within this region. The commitment to regular maintenance displayed a dedication to the well-being of the road infrastructure.



Figure 7 Pothole Maintenance



ROAD CONSTRUCTION & MAINTENANCE DEPARTMENT

Maintenance Activity 8: Rehabilitation and Maintenance of Potholes in the Road between Carmo and Bosaso.

The meticulous rehabilitation and maintenance of potholes in the road between Carmo and Bosaso were integral to the overall connectivity of the region. By focusing on this crucial stretch, the maintenance team ensured that the road remained in optimal condition, supporting the economic activities and daily lives of the communities it served. Regular upkeep was vital to sustaining the road's functionality and longevity.







PROJECTS MANAGEMENT DEPARTMENT

Strategic Objective 7: Improve & Strengthened the capacity of the Project Management Department and manage effectively road projects.										
No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							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	85%	Achieved		X		
2	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	80%	Achieved	X	X	X	X
3	Enhance the Engineering Department, focusing on tender preparation and evaluation	Capacity of engineering depart in regard tendering is developed	# trainings provided # guideline developed	Projects management	65%	On Progress	X	X	X	X
4	Acquire staffs for project management section	Qualified staffs acquired	#number of staffs employed	Projects management		Not Achieved	X	X	X	X
5	Provision for project management and mechanisms training.	Project management training conducted	#trainings provided	Projects management		Not Achieved	X	X	X	X



PROJECTS MANAGEMENT DEPARTMENT

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
6	Acquire public relations and community mobilisers	Community mobilisers employed	#employment contract #inductions provided	Projects management	100%	Achieved				X
7	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	100%	Achieved	X	X	X	X
8	Strengthen Projects supervision and field visits	Efficiency and quality of projects is strengthened	# number of visits made	Projects management	100%	Achieved	X	X	X	X
9	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	100%	Achieved				
10	Jidlahelay ufayn feeder road construction project	Enhanced transportation infrastructure, contributes to more efficient movement of people, goods, and services.	#Total length of constructed or upgraded feeder road	Projects management	40%	On Progress				



PROJECTS MANAGEMENT DEPARTMENT

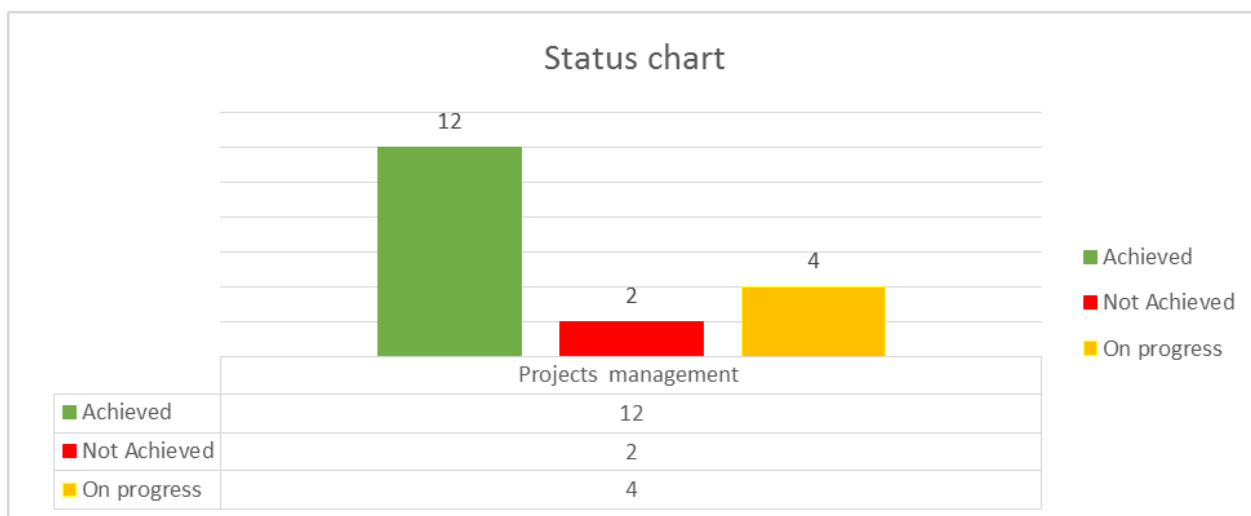
No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
11	Assessment of seasonal rains	Rainfall data collection, analysis, and interpretation of rainfall impacts	#Rainfall data accuracy and completeness	Projects management		Achieved				
12	Assessment of shahda feeder road	Current condition and functionality of the road evaluated	#Road condition assessment reports	Projects management		Achieved				
13	Development Projects management system.	Management system developed.	#management system	Projects management	80%	Achieved				
14	Emergency rehabilitation work on the road of section A (Bosaso-Gardo) 236km	Reliable transport between regions	Planned and completion work projects	Projects management	100%	Achieved				
15	Emergency rehabilitation work on the road of sectionB (Gardo-Garowe) 206km	Attaining road safety and quality	Planned and completion work projects	Projects management	100%	Achieved				
16	Emergency rehabilitation work on the road of Section C (Garowe-Galkaio) 240km	Ease and smooth road transport between regions	Planned and completion work projects	Projects management	45%	On Progress				



PROJECTS MANAGEMENT DEPARTMENT

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
17	Emergency rehabilitation work on the road of section D (Garowe-Laascaano) 130km	Reliability on the road transport between regions and cities	Planned and completion work projects	Projects management	100%	Achieved				
18	Emergency rehabilitation work on the road of Section F (Ceeldaahir-Ceergaabo)	Encouragement of movement of goods and people between regions	Planned and completion work projects	Projects management	30%	On Progress				

Responsibilities	Achieved	Not Achieved	On progress	Grand Total
Projects management	12	2	4	18
Grand Total	12	2	4	18



PROJECTS MANAGEMENT DEPARTMENT

PROJECTS PROGRESS HIGHLIGHTS

TABLE.1: LIST OF PROJECTS

#	Projects	Contractors	Km	Amount	Status
1	Sheerbi-Dhahar Feeder road	Suudi Construction co.	35km	\$546,940.44	Completed
2	Dhahar-Xingalood feeder Road	BACA Construction Co.	20km	\$546,940.44	Completed
3	Goolada Burintle- Xaarxaar Pavement road	Isxilqaan construction Co.	10km	\$1,547,407.30	Completed
4	Bursalax-Galka'ayo feeder Road.	PHA and Community.	24km	\$520,000.00	Completed
5	Birta dheer - Kalabayr Pavement road	Kebarco Cons. Co.	20km	\$3,560,000	Ongoing
6	Lafagorayo Feeder Road	Neksom	25km	\$680,000.00	Ongoing
7	Jidlahelay Ufayn Feeder Road	Community Cash Voucher	6km	\$171,131.00	Ongoing
Total				\$7,612,419.18	

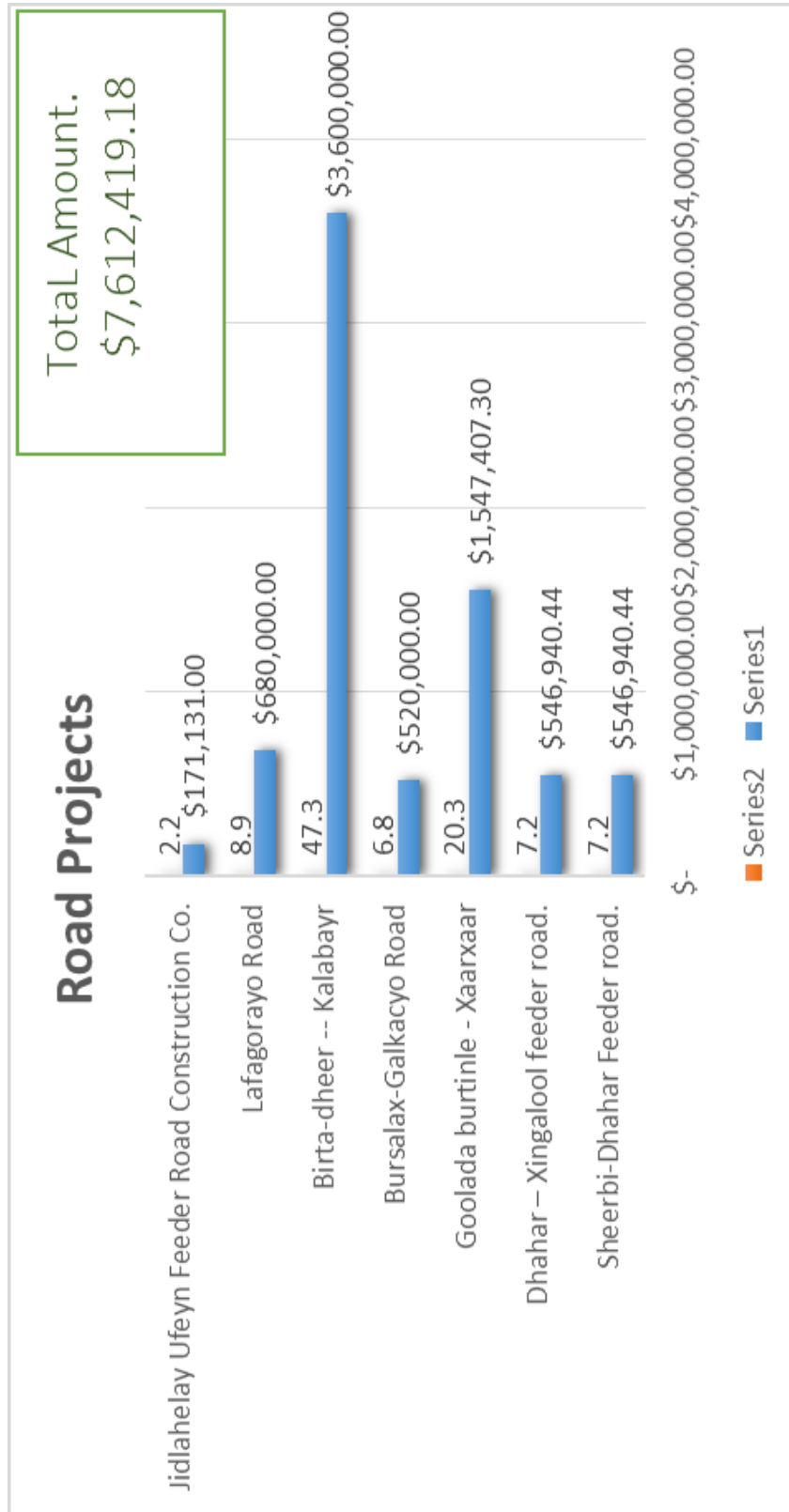
TABLE.2: INFO GRAPHIC DETAILS

Projects	Cost	Sum of %
Sheerbi-Dhahar Feeder road	\$546,940.44	7.2
Dhahar-Xingalood feeder Road	\$546,940.44	7.2
Goolada Burintle- Xaarxaar	\$1,547,407.30	20.3
Bursalax-Galka'ayo feeder Road.	\$520,000.00	6.8
Birta dheer - Kalabayr	\$3,560,000	47.3
Lafagorayo Road	\$680,000.00	8.9
Jidlahelay Ufayn Feeder Road	\$171,131.00	2.2



PROJECTS MANAGEMENT DEPARTMENT

GRAPH.1. ROAD PROJECTS.



PROJECTS MANAGEMENT DEPARTMENT

PROJECTS OVERVIEW.

1. Sheerbi-Dhahar Feeder road

The Sheerbi-Dhahar Feeder Road project, generously funded by the African Development Bank through Save the Children, received a substantial budget of \$546,940.44. Entrusted to the capable hands of Suudi Construction Company, the project embarked on its transformative journey in July 2022, concluding successfully in October 2023.

This infrastructure endeavor has left an indelible mark on the local landscape, significantly improving the regional road network. The result is a more robust and accessible transportation system that not only connects communities but also facilitates economic activities. The enhanced connectivity is particularly beneficial for local farmers and livestock keepers, offering them more efficient routes to markets.

The Sheerbi-Dhahar Feeder Road project stands as a testament to the positive impact of strategic infrastructure investments, fostering economic growth and improving the daily lives of the communities it serves.

Photos



Photo 1: Quality Control Team conducting FDT



Photo 2: Supervision and Quality control team.



PROJECTS MANAGEMENT DEPARTMENT



Photo 3: During the Construction process



Photo 4: Grand opening Ceremony

2. Dhahar – Xingalool Feeder Road.

The Dhahar - Xingalool Feeder Road project, generously funded by the African Development Bank through Save the Children, received a substantial budget allocation of \$546,940.44. Entrusted to the capable hands of BACA Construction Company, the project commenced its transformative journey in July 2022, concluding successfully in October 2023.

This infrastructure endeavor has not only brought about tangible changes to the local landscape but has also played a pivotal role in fortifying the regional road network. The result is a more resilient and accessible transportation system that seamlessly connects communities, fostering economic activities and overall development. The improved connectivity is particularly advantageous for local farmers and livestock keepers, providing them with more efficient routes to access markets and thereby enhancing their economic prospects.

The Dhahar- Hingalool Feeder Road project stands as a testament to the positive impact of strategic infrastructure investments. By fostering economic growth and improving the daily lives of the communities it serves, the project exemplifies how targeted initiatives can create a lasting and meaningful difference in regional development.

PROJECTS MANAGEMENT DEPARTMENT

Photos



Photo 1:supervision and Quality control team



Photo 2: Quality Control Team Conducting CDP



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Photo 3: During the Construction process



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Photo 4: During the Construction process

PROJECTS MANAGEMENT DEPARTMENT

3. Goolada Burintle- Xaarxaar

The Goolada Burintle- Xaarxaar Road Rehabilitation Project, spearheaded by the esteemed Isxilqaan Construction Co., stands as a monumental endeavor in the infrastructure development of Puntland. This crucial project, funded by the Puntland Government with a substantial budget of \$1,547,407.30, has been successfully completed, marking a significant milestone in regional connectivity.

The rehabilitation project focused on a vital section of the main national highway, strategically linking Bosaso City, the economic heart of Puntland with a bustling port, to other key regions within Puntland and Central Somalia. The scope of the project aimed at enhancing the overall transportation network, ensuring a seamless flow of goods and contributing to the economic growth of both Puntland and Somalia at large.

Beyond its physical structure, the project's impact resonates in its far-reaching benefits. By revitalizing this crucial segment of the national highway, the project has significantly enhanced the transportation of goods, not only within Puntland but also extending to other regions of Somalia. This improved connectivity is a catalyst for economic growth, facilitating trade and commerce and contributing to the prosperity of the regions served by the roadway.

Photos



Photo 1: Bitumen Spraying with MC30

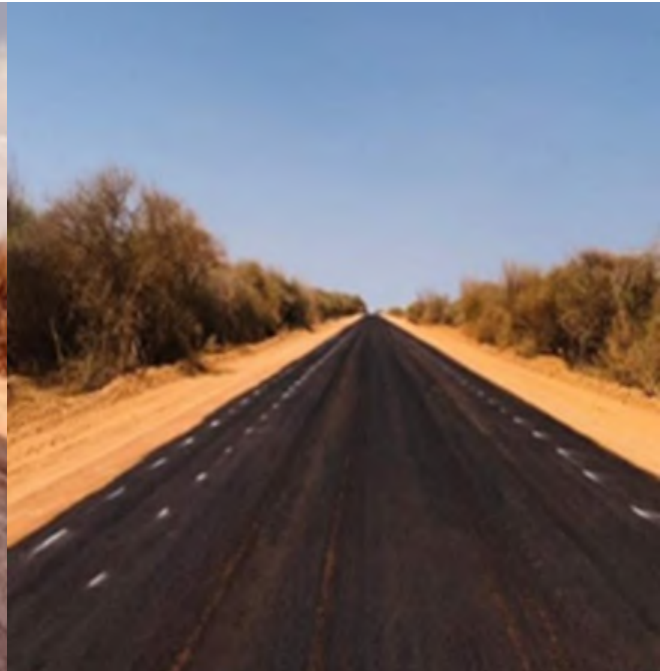


Photo 2: Bitumen Spraying with MC30



PROJECTS MANAGEMENT DEPARTMENT



Photo 3: Road Compaction



Photo 4: Local Community engagements.

4. Bursalax-Galka'ayo feeder Road.

The Bursalax-Galka'ayo Feeder Road Construction Project, a collaborative effort between the Puntland Government, the community, and PHA, emerges as a transformative initiative to enhance regional connectivity and foster economic development. With a focus on the vital link between Galka'ayo, the capital city of Mudug region, and Bursalah District, this project has been instrumental in improving the movement of people and goods, thereby contributing to the economic upliftment of the region.

The Construction of the Bursalax-Galka'ayo Feeder Road was a joint venture, featuring the active participation of both the Puntland Government and the local community, facilitated by PHA (Puntland Highway Authority). This cooperative approach aimed to not only improve the physical infrastructure but also instill a sense of ownership and community involvement in the project.

The Puntland Government, recognizing the strategic importance of this feeder road, allocated funds amounting to \$520,000.00. This financial support underscored the government's commitment to improving the infrastructure that directly impacts the daily lives of its citizens, facilitating improved access to essential services and fostering economic growth.

PROJECTS MANAGEMENT DEPARTMENT

Photos



Photo.1: Loading the sub-base material



Photo 2: Laying the Sub-base material.



Photo 3: Laying the sub-base material.



Photo 4: grading and levelling the sub-base material.

PROJECTS MANAGEMENT DEPARTMENT

5. Birta dheer – Kalabayr Rehabilitation Road project

The ongoing Birta Dheer – Kalabayr Road Rehabilitation Project, located between Birta Dheer and Kalabayr, plays a pivotal role in enhancing regional connectivity and transportation infrastructure. This project is integral to the main national highway network connecting Bosaso City, the economic hub of Puntland, with other regions in Puntland and Central Somalia.

Undertaken by Kebarco Construction Co. and funded by the Puntland Government with a budget of \$3,560,000, this ongoing initiative is a testament to the commitment to regional development.

The project's significance lies in its contribution to the economic growth of the region by facilitating the efficient movement of goods. As it improves the road infrastructure, the project not only benefits Bosaso City, with its vital port, but also positively impacts economic activities throughout Puntland and beyond.

As the Birta Dheer – Kalabayr Road Rehabilitation Project progresses, it stands as a symbol of the dedication to infrastructure development, emphasizing the Puntland Government's commitment to fostering economic prosperity and regional connectivity.

Photos



Photo1: levelling and watering the sub-base



Photo 2: Watering process.



PROJECTS MANAGEMENT DEPARTMENT



Photo 3: wheel metering for checking the length.

Photo 4 :- Compacted subgrade.

6. Lafagorayo Road Reconstruction Project.

The Lafagorayo Road Reconstruction project stands as a pivotal initiative in the mountainous terrains near Baargaal district, contributing significantly to the region's connectivity and transportation infrastructure. Spearheaded by the contractor Neksom and funded by the Puntland Government with an allocated fund of \$680,000.00, this ongoing project holds immense importance for the local communities.

Primarily a reconstruction and widening project, the Lafagorayo Road plays a crucial role in linking the Baargaal district with Tooxin Village. Nestled in the Ras Asayr region of Puntland, Somalia, this road serves as the sole route connecting a large area and catering to the transportation needs of more than 100,000 residents in the region.

The ongoing status of the project indicates the commitment to enhancing the road's infrastructure, ensuring its durability and longevity. As the project progresses, it is poised to further improve the daily lives of the residents, providing them with a reliable and efficient route for transport and movement within the region. The Lafagorayo Road Reconstruction project, with its strategic location and substantial benefits, is a testament to the Puntland Government's dedication to fostering development and connectivity in the region.



PROJECTS MANAGEMENT DEPARTMENT

Photos



Photo 1: Cutting and Widening process.



Photo 2: Compacting and levelling.



Photo 3: Placing Reinforcement for Drift Structures.



Photo 4: Concrete curing.



PROJECTS MANAGEMENT DEPARTMENT

7. Jid-lahelay Feeder Road Construction project.

The Jidlahelay Ufayn Feeder Road Construction project, funded by the World Food Programme (WFP) and the Puntland Highway Authority (PHA) at \$171,131.00, is an ongoing initiative near Ufeyn District. Using Community Cash Vouchers as its implementation type, the project plays a crucial role in connecting the upper village of Golis mountains to the lowland areas near Ufeyn. This multifaceted endeavor addresses critical healthcare challenges, facilitates the utilization of natural resources, and mitigates the impact of drought in the region. Additionally, the road project is poised to benefit approximately 50,000 people in the area. Beyond these fundamental advantages, the feeder road contributes to improved access to education, enhanced healthcare services, economic opportunities, and serves as a vital route for emergency response. It has the potential to attract tourism, foster social connectivity, initiate infrastructure development, and promote environmentally friendly practices. The project encourages agricultural diversification, facilitates knowledge sharing, and promises far-reaching positive impacts for the Ufeyn district and its surrounding areas.

Photos



Photo 1: The view of the road



Photo2: The Construction of retaining wall



PROJECTS MANAGEMENT DEPARTMENT

Photos



Photo 3: Ongoing Rock Breaking Process



Photo 4:- Ongoing Rock Breaking Process





ROAD SAFETY DEPARTMENT

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 %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
1	Situation assessment and survey for curves on the interstate highway.	Report on curves Situation	# Number of Curves and their situation have been recorded	Road Safety	100%	Achieved	X			
2	Construction for Road Signage (Road Signs boards)	A report of the road signs that were made	# Signs that warn of road hazards have been created	Road Safety		Not Achieved				X
3	Public Awareness about Road Dangers to Puntland PublicDrivers. (Road users, General Community and School Students)	Beneficiaries of Public Awareness report,	#Public awareness, transporters and drivers have been done	Road Safety	80%	Achieved				
4	Repairing of Road curve and Bridge railing Girders.	Report on the maintenance of bridges and culverts	# Bridges and gates repaired	Road Safety	60%	On Progress				X



ROAD SAFETY DEPARTMENT

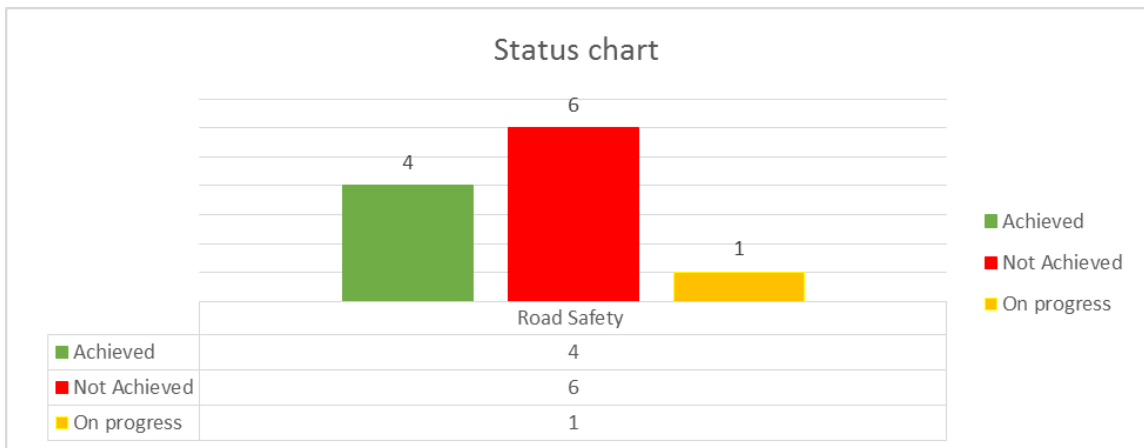
No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
5	Strengthening the cooperation between Puntland Police Traffic, Transportation Companies Committee and Puntland Highway Authority, and other stakeholders.	A report on the cooperation of transporters and the department's relationship with Puntland traffic	# Strengthening of collaborative relationships with stakeholders implemented	Road Safety	90%	Achieved				
6	Advocating and enforcement of implementation Puntland driving licenses especially for public transport drivers	Public transport driver's license suspension report	# Enforcing the enforcement of having a valid driver's license	Road Safety		Not Achieved				
7	Training and awareness for Puntland Public Transport Drivers and their data collection.	Training report, list of people intended to attend and list of people who attended	# Transport drivers and other public who have been trained and informed	Road Safety		Not Achieved				X
8	Training for Puntland Police traffic "Accident Data Collection and Preparation of Road Accident Reports and Research on High	Training report, list of people intended to attend and list of people who attended	# Puntland Police Traffic have been trained and informed	Road Safety		Not Achieved				



ROAD SAFETY DEPARTMENT

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
9	Advocate on how to get the funds and resources needed to implement the Law of Axle-load	A complete report on the effective Axle load law	#fundraising has been done	Road Safety	80%	Achieved				
10	Preparation of Puntland road safety policy.	Road safety policy document	# The Puntland road safety policy has been developed	Road Safety		Not Achieved				
11	Developing Road safety Management System	Management system Developed.	#management system	Road Safety		Not Achieved				

Responsibilities	Achieved	Not Achieved	On progress	Grand Total
Road Safety	4	6	1	11
Grand Total	4	6	1	11





PLANNING, MONITORING & EVALUATION UNIT

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

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
1	Coordination of preparation and implementation of the 3 years strategic plan for PHA in line with the Puntland 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	100%	Achieved			X	
3	Assist the PHA departments to develop annual and monthly plans	Department's plans prepared.	#departments plan	Monitoring & Evaluation	100%	Achieved			X	
4	Formulation of monitoring and evaluation matrix	M&E metrics developed	#M&E index developed	Monitoring & Evaluation	100%	Achieved				X
5	Preparing annual policy, planning, monitoring and evaluation reports	Annual Reports prepared	#planning policy #M&E reports	Monitoring & Evaluation	85%	Achieved				X



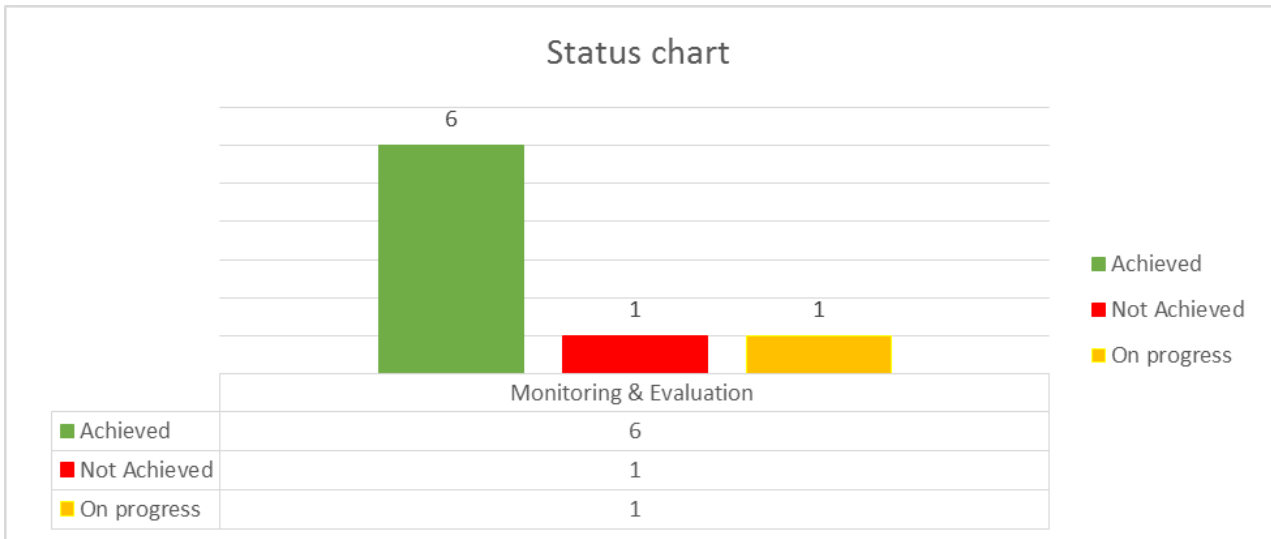
PLANNING, MONITORING & EVALUATION UNIT

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
6	Conducting research and analysis of public policy within the PHA to ensure effective service delivery	Research conducted	#research draft	Monitoring & Evaluation	100%	Not Achieved				X
7	Analyze and evaluate data to ensure effective coordination and achievement of objectives and recommends corrective actions, when necessary.	Clear and concise reports outlining data analysis and evaluation findings.	#Timeliness and accuracy of data analysis and evaluation	Monitoring & Evaluation	50%	On Progress				
8	Development Planning and M&E management system	Management system developed.	#management system	Monitoring & Evaluation	90%	Achieved				



PLANNING, MONITORING & EVALUATION UNIT

Responsibilities	Achieved	Not Achieved	On progress	Grand Total
Monitoring & Evaluation	6	1	1	8
Grand Total	6	1	1	8







PROCUREMENT & ASSET MANAGEMENT UNIT

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

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
1	Implementation of tendering frameworks and policies	Strengthening procurement systems and know-how of staffs	# continues audits made # number of inductions implemented	Procurement & Asset Management Unit	90%	Achieved		X		
2	To acquire technical staff for tendering and compliance office	Assigning of qualified Panel team for tendering process	# Staff attendance # hours of work	Procurement & Asset Management Unit	70%	On Progress		X		
3	Advertisement of road tenders and maintenance contracts.	To oversee tenders process and enhance transparency and accountability	#number of contracts advertised	Procurement & Asset Management Unit	100%	Achieved				X
4	Staff training for tendering and contract frameworks.	Enhance the capacity of the staff for procurement and tendering frameworks	#number of trainings conducted # inductions provided	Procurement & Asset Management Unit	90%	Achieved		X		
5	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

PROCUREMENT & ASSET MANAGEMENT UNIT

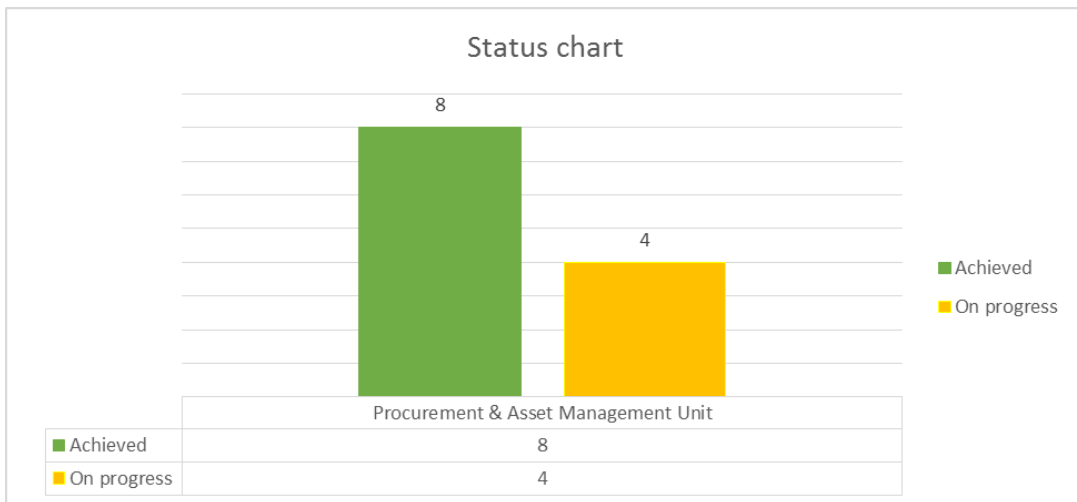
No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
6	To acquire technical legal adviser	Preparing legal documents	Completion legal documents for PHA	Procurement & Asset Management Unit	60%	On Progress				
7	Develop Code of conducts and ICT policies	Effective policies developed	#documentations and policies drafts	Procurement & Asset Management Unit	60%	On Progress				
8	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
9	Develop and operationalize disposal and sell off assets policies and guidelines	Effective sell-off strategy.	#Guidelines and conditional procedures	Procurement & Asset Management Unit	80%	Achieved				
10	Development Procurement management system	Management system developed.	#management system	Procurement & Asset Management Unit	80%	Achieved				X
11	Review organizational manuals, code of conducts and office organization frameworks	To harmonize and develop an existing organizational manuals, code of conducts, and frameworks	#policies and guidelines announced # staff knowledge in regard with job rules and regulations	Procurement & Asset Management Unit	70%	On Progress	X	X	X	X



PROCUREMENT & ASSET MANAGEMENT UNIT

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
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	80%	Achieved			X	X

Responsibilities	Achieved	On progress	Grand Total
Procurement & Asset Management Unit	8	4	12
Grand Total	8	4	12







COMMUNICATIONS & IT UNIT

Strategic Objective 3: To develop Information Communication Technology systems.

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							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	Development of official PHA website	Development of well functioning website	# website domains established	Communication & IT Unit	100%	Achieved		X		
3	PHA Social media regular update	PHA media currently updated	#posts published daily	Communication & IT Unit	100%	Achieved		X		
4	Coordinate with other government agencies, media outlets, and stakeholders to disseminate information about highway projects and updates.	Increased awareness and understanding of highway projects and updates among the public and relevant stakeholders.	#of media mentions or press coverage related to highway projects and updates.	Communication & IT Unit	80%	Achieved			X	X



COMMUNICATIONS & IT UNIT

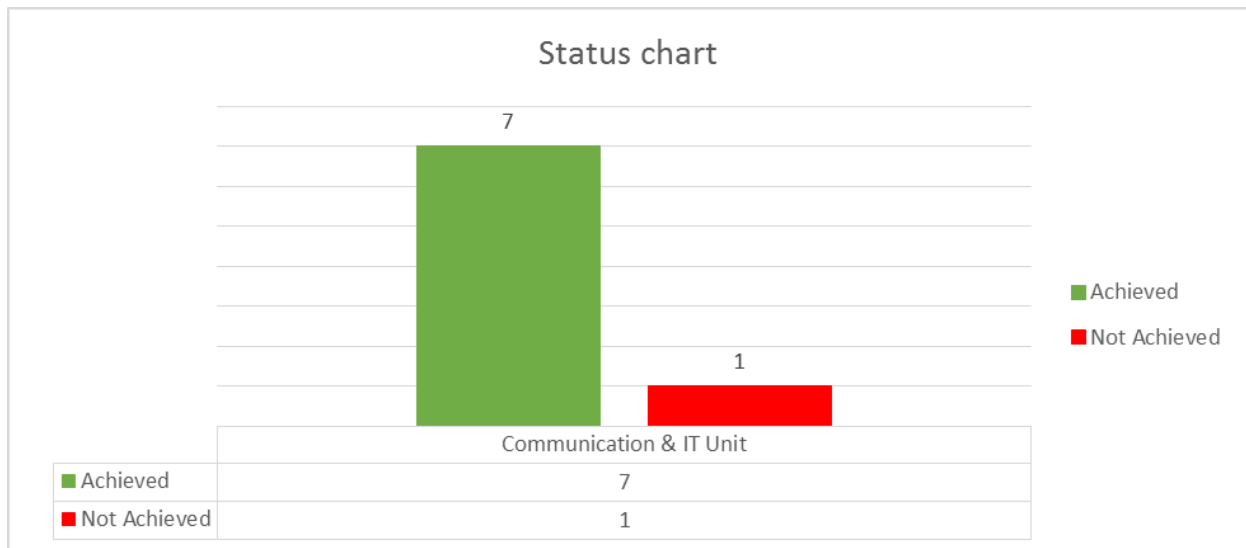
No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
5	Monitor and analyze public feedback and sentiment related to highway projects and updates, and adjust communication strategies as needed.	Improved public perception and support for highway projects and updates through responsive and effective communication.	%of positive vs negative sentiment in public feedback related to highway projects and updates.	Communication & IT Unit	70%	Achieved	X	X	X	X
6	Manage and respond to public inquiries and complaints related to highway projects and updates.	Timely and accurate responses to public inquiries and complaints related to highway projects and updates.	#of inquiries or complaints received and resolved within a specified time frame.	Communication & IT Unit	80%	Achieved				X
7	Produce and distribute informational materials such as brochures, flyers, and newsletters to inform the public about highway projects and updates.	High-quality and informative materials that effectively communicate highway project updates and information to the public.	#Quality and effectiveness of the informational materials produced and distributed.	Communication & IT Unit		Not Achieved				



COMMUNICATIONS & IT UNIT

No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2023	2023			
							Q 1	Q 2	Q 3	Q 4
8	Formulation and implementation ICT management system	ICT Management system Implemented	#management system	Communication & IT Unit	85%	Achieved				

Responsibilities	Achieved	Not Achieved	Grand Total
Communication & IT Unit	7	1	8
Grand Total	7	1	8







COMPREHENSIVE PROGRESS STATUS

COMPREHENSIVE PROGRESS STATUS OF PLANNED ACTIVITIES YEAR 2023

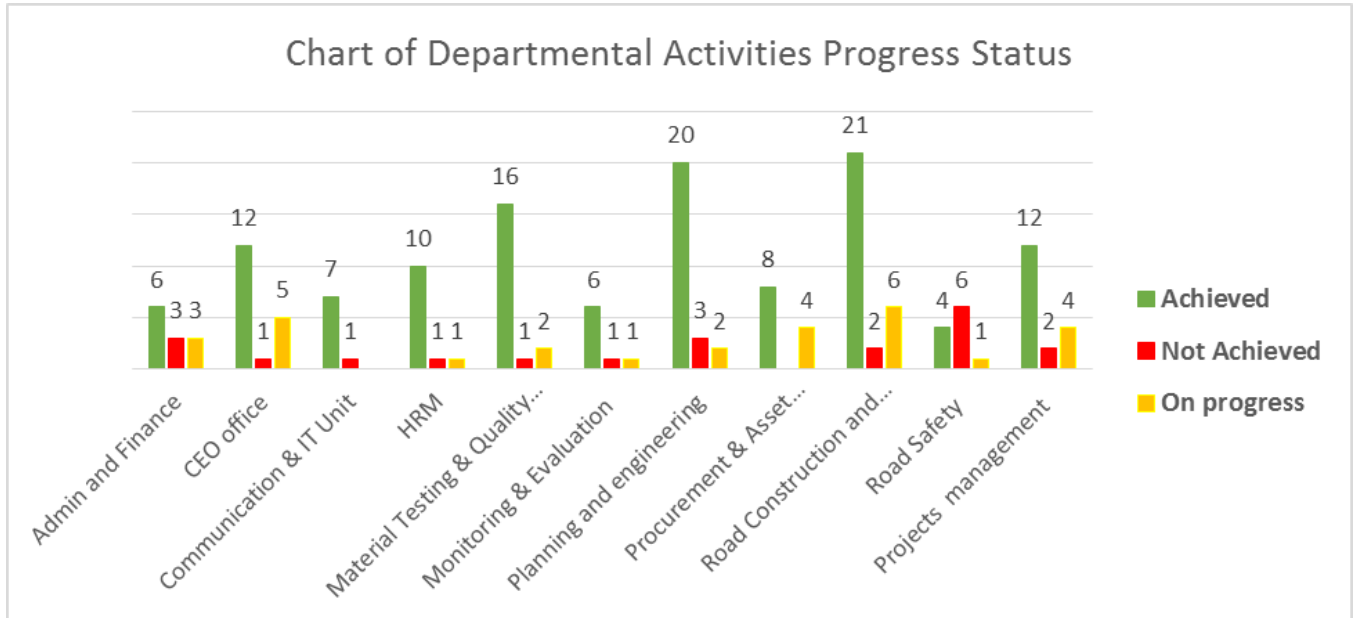
Total status of 2023 planned Activities

Responsibilities	Achieved	Not Achieved	On progress	Grand Total
Admin and Finance	6	3	3	12
CEO office	12	1	5	18
Communication & IT Unit	7	1		8
HRM	10	1	1	12
Material Testing & Quality control	16	1	2	19
Monitoring & Evaluation	6	1	1	8
Planning and engineering	20	3	2	25
Procurement & Asset Management Unit	8		4	12
Road Construction and Maintenance	21	2	6	29
Road Safety	4	6	1	11
Projects management	12	2	4	18
Grand Total	122	21	29	172



ACTIVITIES CHART

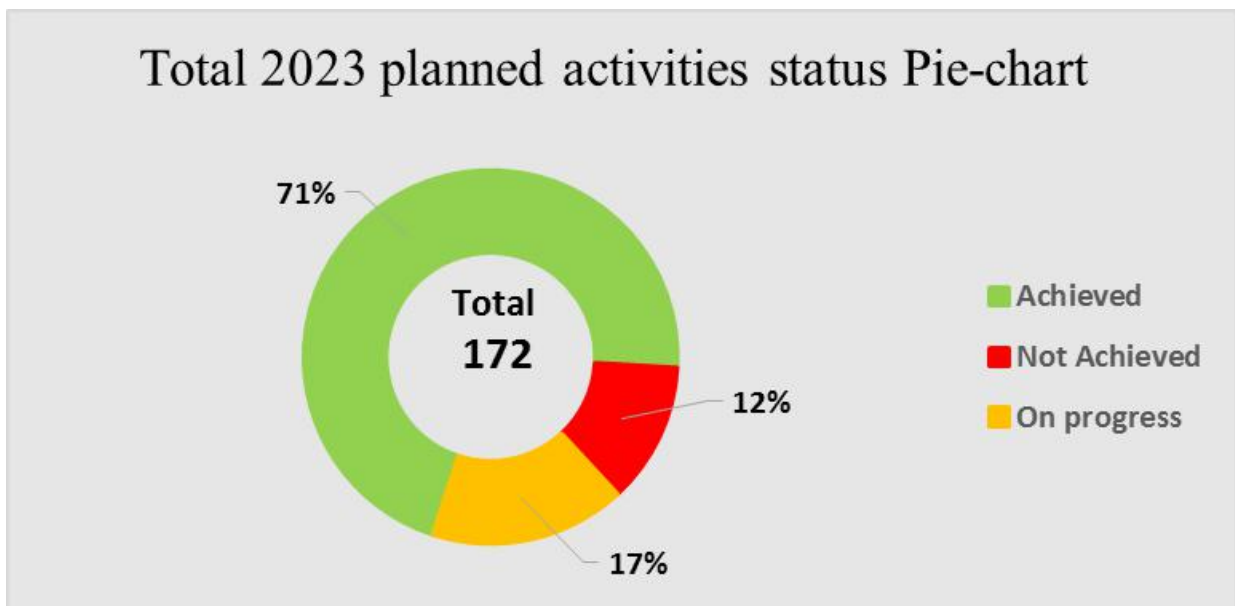
Chart of all 172 planned activities for each department/unit



The above chart provides a comprehensive overview of the performance status for each department or unit within the organization. It offers detailed insights into the level of completed activities, ongoing progress tasks, and activities that have not been accomplished by each department or unit. Additionally, the chart highlights the highest level of achievement attained by each of these departments or units. It serves as a valuable tool for assessing and monitoring the progress and accomplishments within the organization's various units or departments.



PERCENTAGE STATUS OF TOTAL STRATEGIC PLAN ACTIVITIES



The above figure provides a comprehensive overview of the performance progress related to a set of 172 activities that were originally planned for completion by the end of the year 2023. Out of the total activities planned, which amounted to 172 (100%), the chart indicates that 122 activities (71%) have been successfully achieved, 29 activities (17%) are currently in progress, and 21 activities (12%) have not yet been accomplished.

This data serves as a valuable tool for evaluating the status of these activities and is instrumental for tracking the organization's progress in achieving its goals and objectives. It offers a concise snapshot of the organization's overall performance in relation to the activities that were initially scheduled for the specified year.



SUMMARY & CHALLENGES

The Strategic Plan Progress Report we presented here has a dual perspective, encompassing both backward-looking and future progress. It functioning as a comprehensive evaluation that looks back at the achievements and shortcomings of our strategic plan while simultaneously casting a forward-looking eye toward the future.

In 2023, the PHA family has made remarkable strides in pursuing the four key objectives outlined in our strategic plan. Our dedicated efforts have resulted in the successful completion or substantial progress of over 60% (104 activities) of the initiatives we set out to achieve. Additionally, we are proud to report that nearly 23% (40 activities) of our planned endeavors are on the verge of completion. However, we acknowledge that there is work yet to be done, with 17% (29 activities) of our planned actions still not achieved.

As we look ahead, we remain steadfast in our commitment to realizing the remaining year of our strategic plan. Our institution has implemented a formal monitoring and evaluation process, which allows us to closely track our progress and adapt as needed. In the coming year, we are poised to continue implementing this plan with enthusiasm, fostering a sense of unity within our organization. Through our collective efforts, we are steadily advancing toward the fulfillment of our overarching vision.

Challenges

In the process of gathering data for the progress report on our strategic plan, various departments and units have highlighted several challenges that have impeded the achievement of certain planned activities. These challenges encompass the following areas:

1. Financial Constraints:

Limited Access to Advanced Technology: The absence of modern engineering technologies, such as drone surveying and advanced software tools, poses a challenge. Embracing cutting-edge technology is essential for enhancing efficiency in project Design, planning and execution.

Lack of Int.egration: The absence of a seamless integration between the strategic planning and budgeting processes results in a disjointed approach. Strategic priorities may be inadequately reflected in the budget, leading to underfunding or misallocation of resources.

Insufficient Training: The lack of enhancement training for department personnel hampers their ability to leverage new technologies and industry best practices. Continuous professional development is crucial for staying abreast of advancements in the field.



CHALLENGES

2. Time Constraints:

Logistical Challenges: Difficulties in transportation and logistics, exacerbated by the country's situation, create time-related obstacles. Improving infrastructure for ease of movement is vital for timely project execution.

Time Allocation Issues: Some planned activities have faced obstacles due to time constraints. Certain objectives require extended periods for their full implementation, and these time constraints.

3. Performance Issues:

Capacity Building: Insufficient capacity within certain departments may lead to suboptimal performance. Investing in skill development and building internal capacity is critical for achieving high performance standards.

4. Social and Environmental Factors:

Community Engagement: Challenges in community engagement may arise due to insufficient outreach efforts. Building positive relationships with local communities is essential for project acceptance.

Environmental Impact: Adhering to environmental regulations and sustainable practices presents an additional layer of complexity. Balancing development goals with environmental conservation is crucial.

Addressing these challenges demands a holistic and adaptive approach. By incorporating these considerations into strategic planning, the Puntland Highway Authority can navigate complexities more effectively and work towards achieving its vision despite the unique challenges posed by the Somalia context.



RECOMMENDATIONS

To address the identified challenges, the Puntland Highway Authority (PHA) should consider the following recommendations:

Strategic Investment in Technology: Allocate resources to invest in modern engineering technologies like drone surveying and advanced software tools. This strategic investment will enhance the efficiency of project design, planning, and execution, overcoming the challenge posed by the limited access to advanced technology.

Integrated Budget Review Process: Integrate the budget review process into the overall strategic planning cycle. This ensures that financial considerations are thoroughly evaluated during the development and periodic review of the strategic plan.

Continuous Professional Development Programs: Implement continuous enhancement training programs for department personnel. This initiative will empower them with the necessary skills and knowledge to leverage new technologies and industry best practices, ensuring they stay updated in their respective fields.

Strategic Capacity Building: Invest in capacity-building initiatives within departments to enhance overall performance. By developing internal capacity and skills, PHA can overcome performance issues and achieve high standards in project execution.

Community Outreach Enhancement: Improve outreach efforts to overcome challenges in community engagement. Strengthening positive relationships with local communities is vital for gaining support and acceptance of projects. Engage in open dialogues to address concerns and build trust.

Environmental Sustainability Integration: Integrate environmental considerations into strategic planning. Adhering to environmental regulations and sustainable practices is essential for achieving development goals while minimizing negative impacts on the environment.

By implementing these recommendations, PHA can enhance its resilience, effectiveness, and impact, navigating challenges and contributing to sustainable development in Puntland.

