



**ANNUAL
REPORT
2024**



PUNTLAND HIGHWAY AUTHORITY



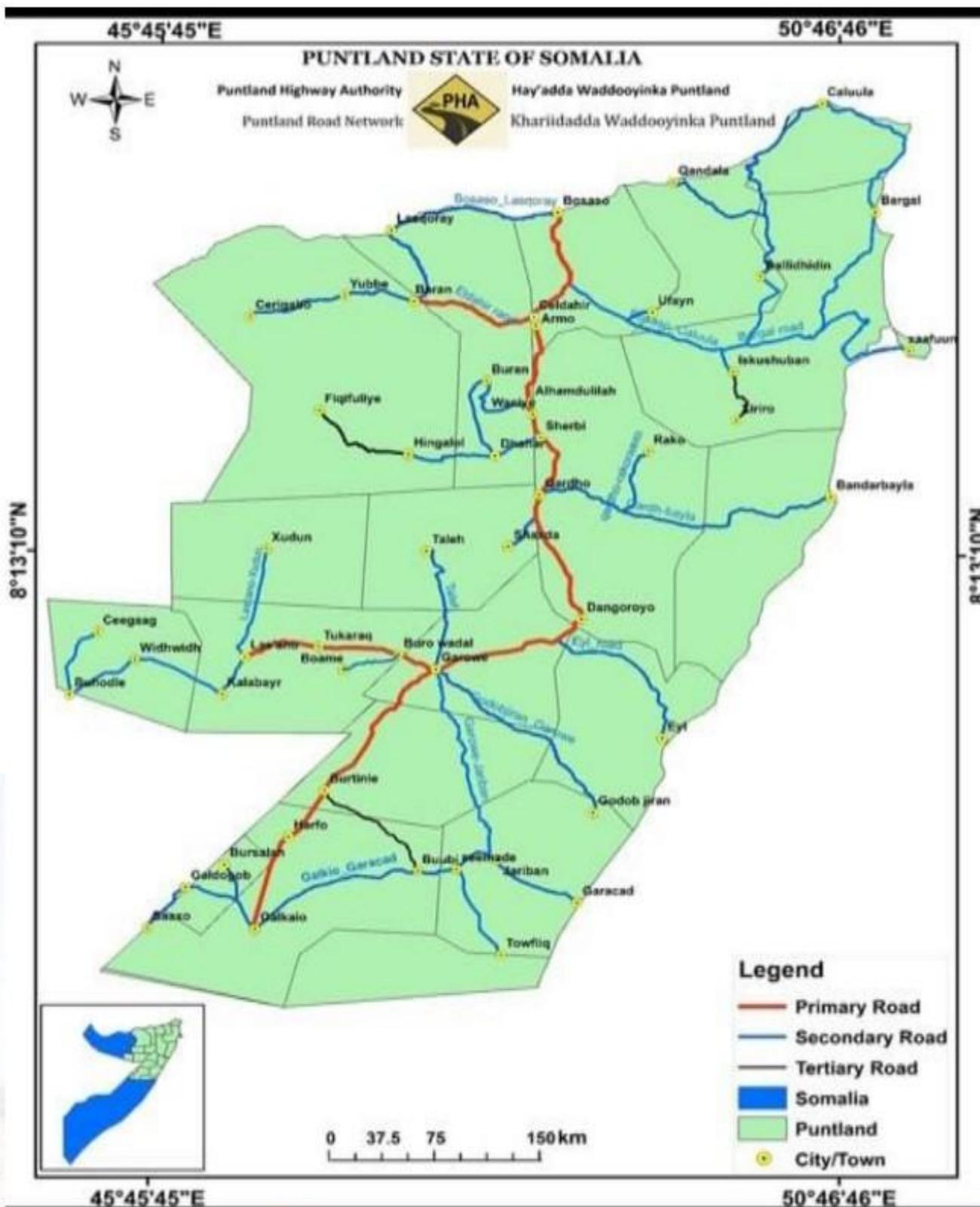
**ANNUAL
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PUNTLAND ROAD NETWORK

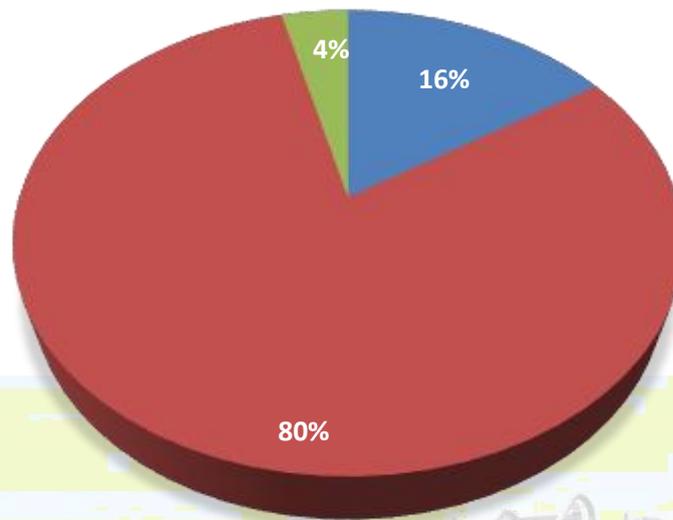


PUNTLAND ROAD TYPES

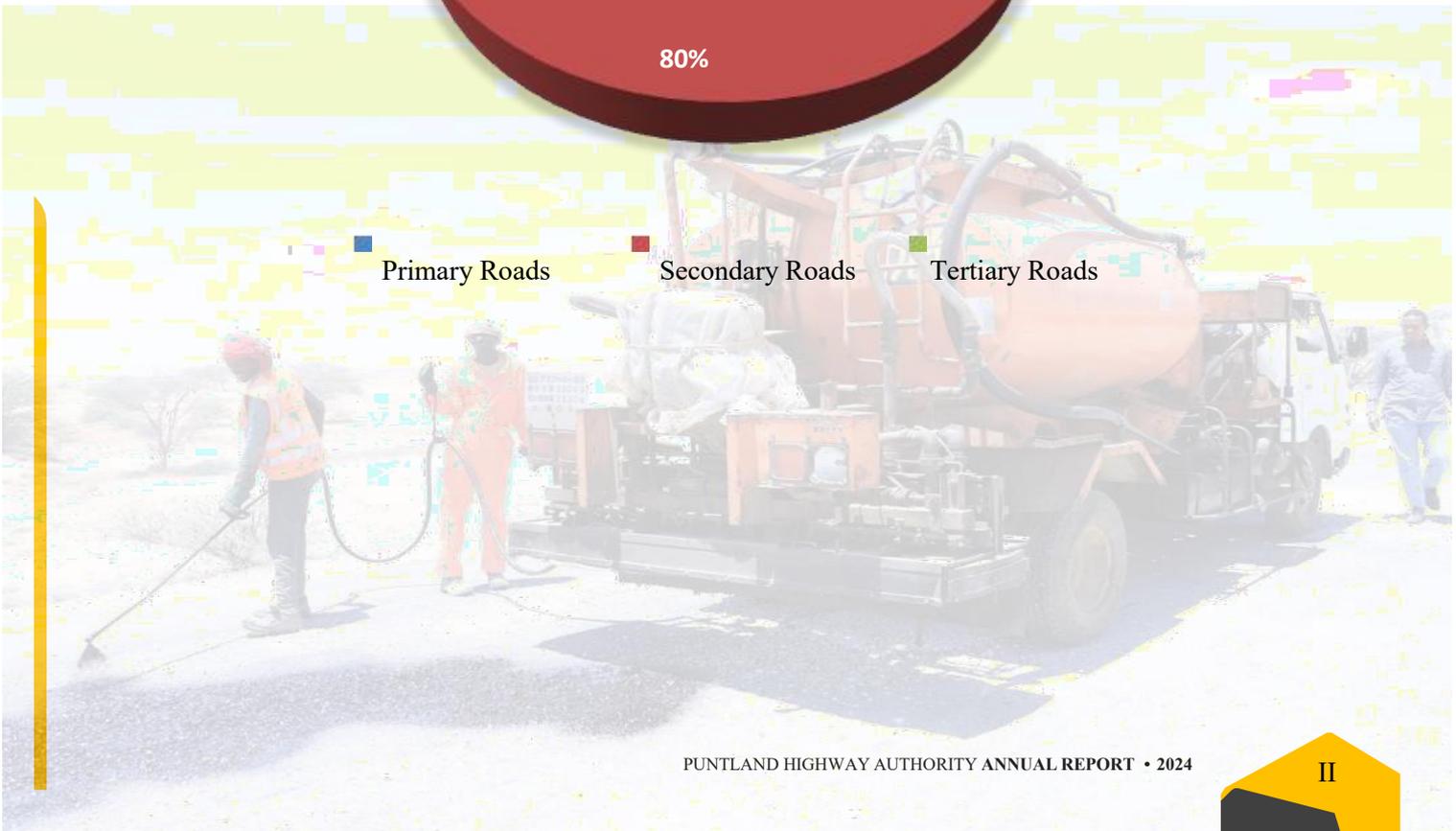
Table 1: Puntland Road Types in Km

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

Figure 1: Puntland Road Types in Percentage (%)



Primary Roads Secondary Roads Tertiary Roads



No	Roads		Length(km)			Width (m)	Road type	Existing surface type
			Primary	Secondary	Tertiary			
1.	Gaalkacyo	xarfo	70			7.3	Primary	Paved
2.	Xarfo	Burtinle	40			7.3	Primary	Paved
3.	Garoowe	Burtinle	120			7.3	Primary	Paved
4.	Garoowe	Dangoroyo	108			7.3	Primary	Paved
5.	Laascaano	Tukaraq	49			7.3	Primary	Paved
6.	Garoowe	Tukaraq	81			7.3	Primary	Paved
7.	Waaciye	Carmo	70			7.3	Primary	Paved
8.	Qardho	Waaciye	66			7.3	Primary	Paved
9.	Baran	Ceeldaahir	90			7.3	Primary	Paved
10.	Boosaaso	Carmo	100			7.3	Primary	Paved
11.	Qardho	Dangoroyo	97			7.3	Primary	Paved
12.	Gaalkacyo	Galdogob		58		3.65	Secondary	Earth

13.	Gaalkacyo	Jariiban		180		3.65	Secondary	Earth
14.	Seemade	Towfiiq		71		3.65	Secondary	Earth
15.	Gaalkacyo	Bursaalax		75		3.65	Secondary	Earth
16.	Galdogob	Saaxo		44		3.65	Secondary	Earth
17.	Jariiban	Garacad		64		3.65	Secondary	Earth
18.	Garoowe	Godobjiran		168		3.65	Secondary	Earth
19.	Garoowe	Jariiban		165		3.65	Secondary	Earth
20.	Garoowe	Taleex		98		3.65	Secondary	Earth
21.	Garoowe	Eyl		208		3.65	Secondary	Earth
22.	Laascaano	Xudun		82		3.65	Secondary	Earth
23.	Laascaano	Kalabayr		32		3.65	Secondary	Earth
24.	Buurowadal	Boocame		42		3.65	Secondary	Earth
25.	Kalabayr	Widhwidh		64		3.65	Secondary	Earth

Table 2 Puntland Road Type Classifications

PUNTLAND HIGHWAY AUTHORITY

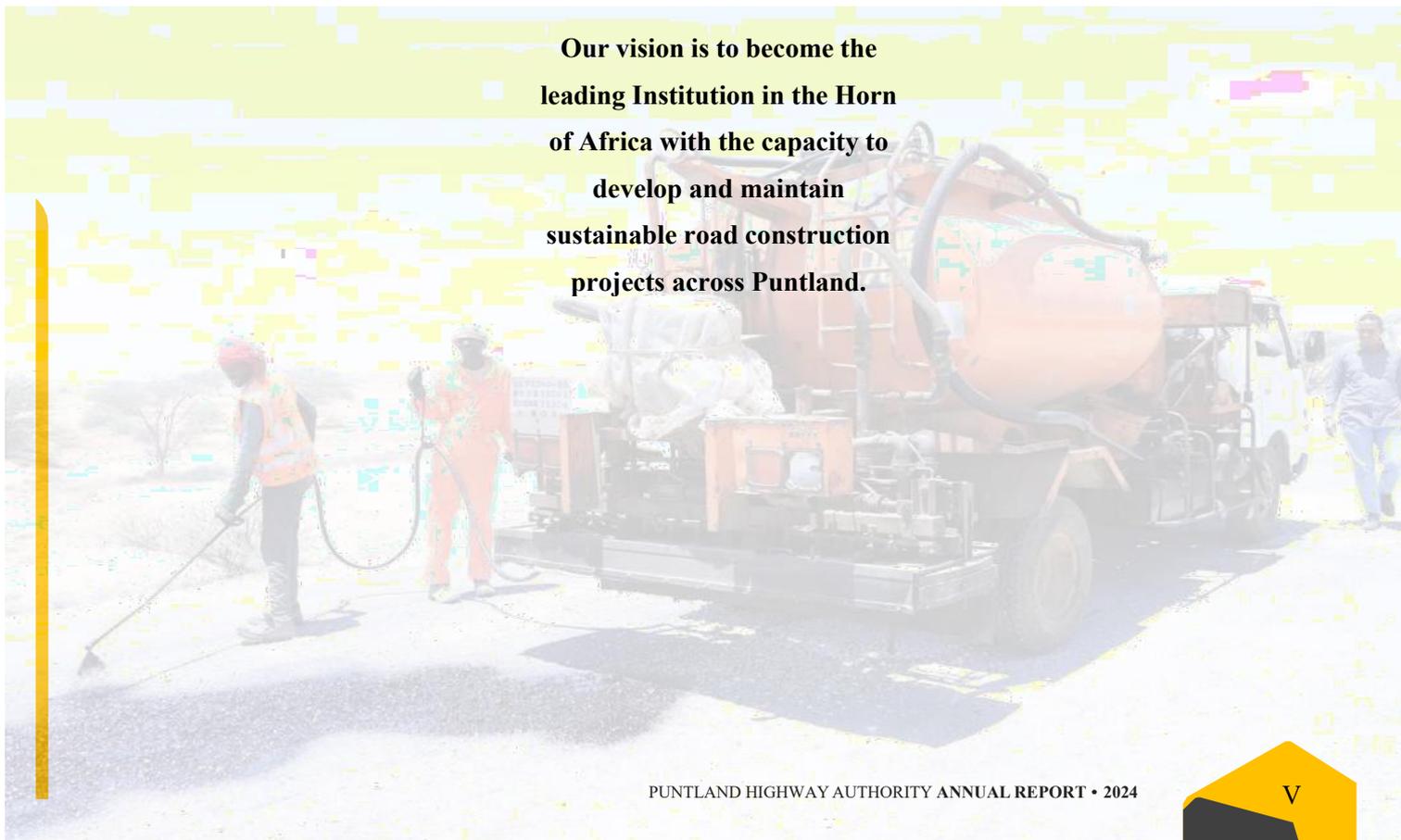
Puntland Highway Authority (PHA) is a State Corporation established under law No.18, mandated with the development, maintenance, rehabilitation and management of roads within Puntland State of Somalia.



**To effectively develop and maintain
a safe and durable national road
network in Puntland State of
Somalia, supporting sustainable
economic development.**



**Our vision is to become the
leading Institution in the Horn
of Africa with the capacity to
develop and maintain
sustainable road construction
projects across Puntland.**

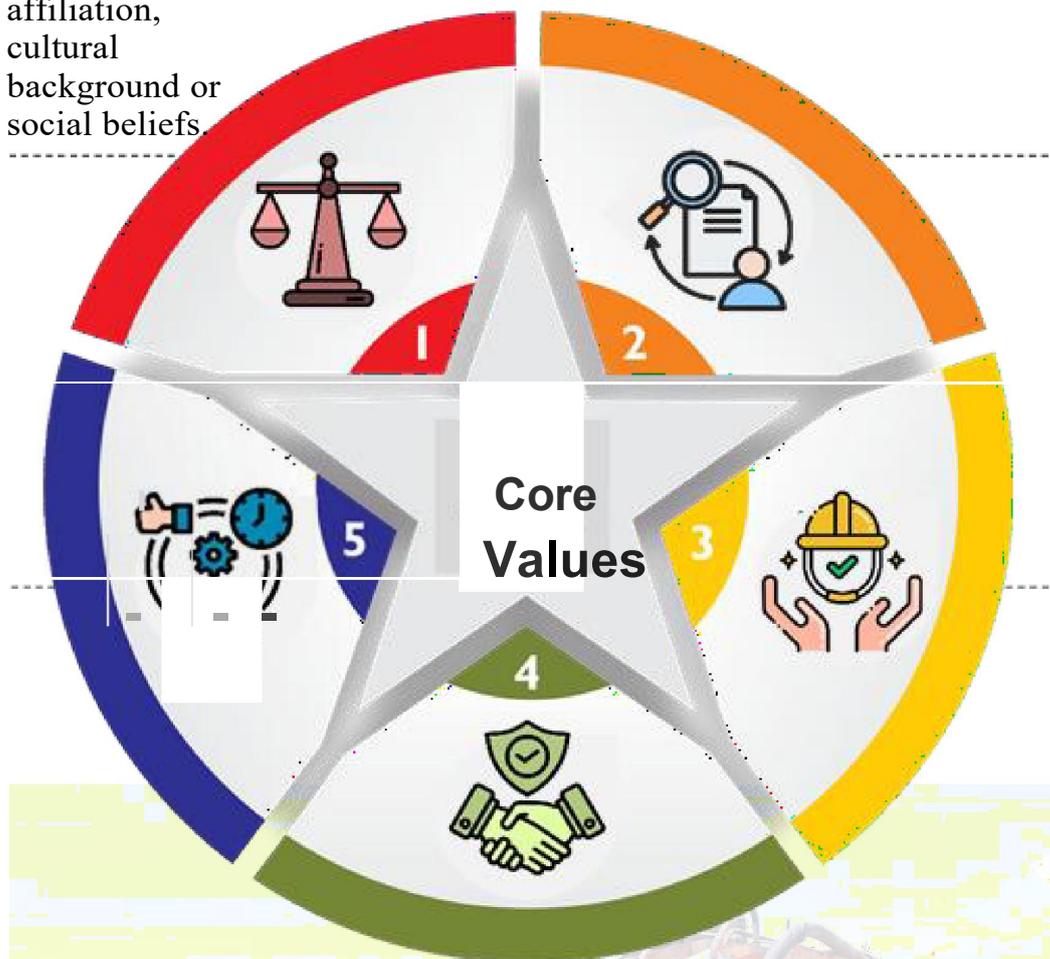


Ethics

The organization intolerates any form of discrimination based on race, gender, ethnicity, political affiliation, cultural background or social beliefs.

Transparency & Accountability

PHA ensures transparency in the delivery of services and remains accountable to both the government and the citizens of Puntland state.



Efficiency & Effectiveness

PHA develops, manages, rehabilitates and maintains national roads with a focus on effectiveness and efficiency.

Professionalism & Integrity

PHA upholds high standards in fulfilling its responsibilities and delivery of services
Ensuring that public service

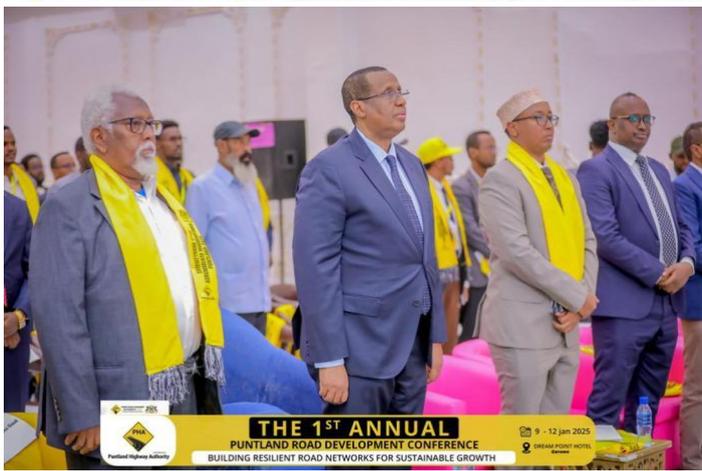
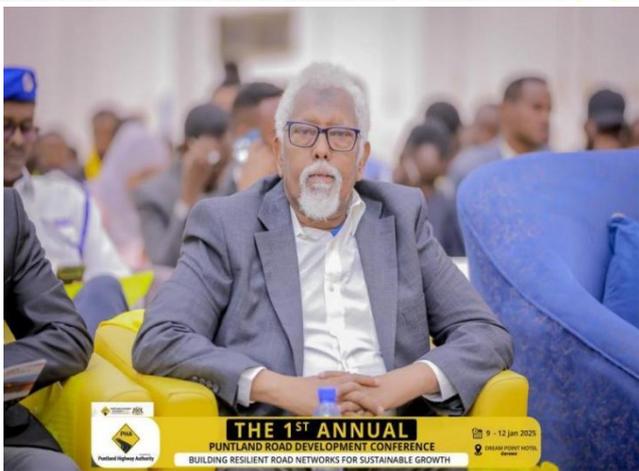
obligations take precedence over personal interests.

Safety,

PHA prioritizes safety as the primary objective in all road development initiatives.



Dr. Said Abdulahi Deni, President of Punland State.



Hon. Farah Awad Ministry Public Work and Transportation.

Hon Ilayas Osman Lugator Vice President, Punland State of Somalia



FOREWORD



The Authority prioritizes the development of highway infrastructure that supports the realization of Vision 2030 and the Bottom-up Economic Transformation Agenda, ensuring sustainable development.

Dr. Abdifitah Mohamed Sugulle CEO

CEO's Message

It is with great pride and deep appreciation that I present the 2024 Annual Report of the Puntland Highway Authority (PHA). This report marks the successful conclusion of our 2022–2024 Strategic Plan, a period defined by commitment, resilience, and measurable progress in the development of Puntland's road infrastructure.

In 2024, PHA achieved substantial milestones, completing 80% of our planned activities across various departments. These accomplishments reflect our collective determination to deliver a safer, more reliable, and better-connected road network that supports Puntland's economic growth, regional integration, and service delivery. Notable projects such as the reconstruction of the Hajikhayr Road, the construction of 22 culverts under the Bosaso–Lasadawaco project, and routine maintenance across more than 86 kilometers of tarmac roads demonstrate our dedication to high-impact service delivery.

However, this journey has not been without its challenges. Budgetary constraints, delayed resource mobilization, climatic disruptions, and performance gaps among some local contractors affected the full execution of certain programs. Despite these setbacks, we strengthened our internal coordination, improved our monitoring and evaluation systems, and enhanced engagement with development partners to maintain implementation momentum and transparency.

This final year of our Strategic Plan has provided us with valuable insights to guide the next phase of institutional development. Looking ahead, our priorities will include strengthening human and institutional capacity, leveraging Public–Private Partnerships (PPPs), advancing digital transformation, and mainstreaming climate resilience into our infrastructure programming.

I would like to extend my sincere gratitude to our Board of Directors, the Government of Puntland, our dedicated staff, and all our partners for their continued support. Your trust has been vital to our success. As we move forward with ambition and renewed focus, we remain committed to building a modern, inclusive, and sustainable road infrastructure system that meets the needs of all Puntlanders.

Together, we will pave the way to a more prosperous future.

Dr. Abdifitah Mohamed Sugulle
Chief Executive Officer
Puntland Highway Authority

EXECUTIVE SUMMARY

The Puntland Highway Authority (PHA), a state corporation mandated with the development, maintenance, and management of road infrastructure across Puntland, continued its mission in 2024 to deliver a reliable and sustainable road network that fosters economic growth, social development, and regional integration.

This Annual Report presents the final-year performance review of the 2022–2024 Strategic Plan, highlighting institutional progress, departmental performance, and key milestones achieved during the reporting period. It also serves as a tool for accountability and learning for stakeholders, development partners, and the general public.

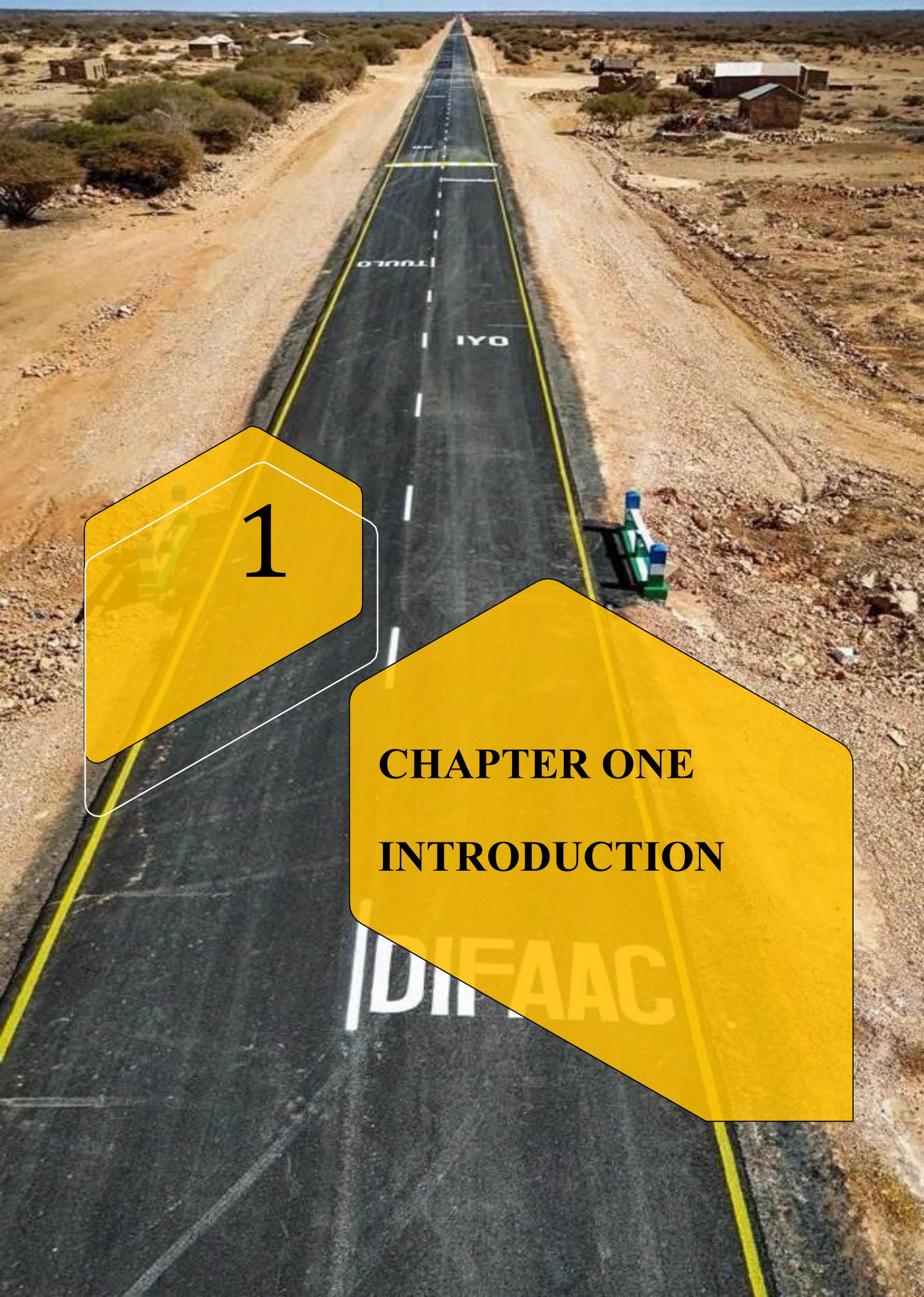
The 2024 Annual Report is produced as part of the strategic requirement to assess the implementation status of the 2022–2024 Strategic Plan. It provides evidence-based insights into the Authority’s performance in the last cycle of the year and identifies areas for improvement ahead of the next strategic planning phase.

In 2024, PHA implemented a total of 178 strategic activities across its departments and units. Out of these, 142 activities, equivalent to 80 percent, were fully completed, 17 activities (9%) are still ongoing, and 19 activities (11%) remained unachieved by the end of the year. The year witnessed notable progress in both physical road works and institutional strengthening. Among the completed projects were the reconstruction of the 4 cell box culverts, 80m drift, embankment, surface dressing for Hajikhayr road, the construction of 22 culverts for Bosaso – Lasadawco project, and routine maintenance of over 86 kms of the paved roads.

Despite these achievements, the Authority encountered several challenges that constrained full delivery of planned outputs. Budgetary limitations and delays in resource mobilization affected the timely execution of some projects. Climate-related disruptions, particularly heavy rainfall, impacted road maintenance efforts and interrupted field activities. In addition, technical capacity gaps and weak performance among some local contractors led to further implementation delays.

The 2024 implementation cycle provided valuable insights that will inform future planning. Strengthened monitoring and evaluation frameworks helped improve performance tracking and departmental accountability. Improved coordination among departments, backed by senior leadership support, enabled faster progress on delayed activities. Furthermore, active engagement with development partners and key stakeholders proved essential in addressing challenges and maintaining implementation momentum.

As the 2022–2024 Strategic Plan comes to an end, the authority is preparing to develop a new Strategic Plan for 2025–2029. Key areas of focus will include building institutional and human resource capacity, expanding Public–Private Partnerships and alternative financing options, integrating climate resilience and environmental safeguards into infrastructure delivery, and advancing digital transformation in project planning and asset management. The Puntland Highway Authority remains committed to delivering sustainable, high-impact road infrastructure that supports Puntland’s development aspirations.



1

CHAPTER ONE
INTRODUCTION

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1.0 Overview

The 2024 Annual Report presents a comprehensive evaluation of the Puntland Highway Authority's (PHA) performance during the final year of the 2022–2024 Strategic Plan. It details the Authority's progress in fulfilling its mandate and provides an overview of departmental implementation across planned activities. The report also includes audited financial statements, technical achievements, and institutional initiatives aligned with Puntland's broader development objectives.

This chapter outlines Puntland Highway Authority's (PHA) legal mandate, strategic framework, and institutional structure, providing the context necessary to understand departmental contributions and implementation progress discussed in subsequent sections.

1.1 Mandate of Puntland Highway Authority

The Authority is responsible for formulating policies that support the development of highways in Puntland, including the promotion, rehabilitation, and reconstruction of existing roads and related services in the North-East region. It also oversees and supervises local, foreign, and joint-venture companies in accordance with the terms of their contracts. Additionally, the Authority is mandated to regulate and register all contractors, while actively promoting competitiveness among local bidders.

1.2 Key functions of the Puntland Highway Authority (PHA)

- **Planning and Design:** Formulates road development plans and designs, and oversees the construction, rehabilitation, reconstruction, and maintenance of roads across Puntland.
- **Standards and Specifications:** Develops and enforces standards, codes, and technical specifications for roads and highways to ensure consistency, safety, and quality.
- **Road Network Management:** Manages the national road network, including rights of way, land reserves, and access to roadside developments.
- **Policy Implementation:** Implements road-related policies and regulations, including enforcement of the Puntland Axle Load Control Act.
- **Contract Oversight and Quality Assurance:** Supervises road construction companies in accordance with contractual agreements, ensuring compliance with quality and performance standards.

1.3 Governance & Organizational Setup

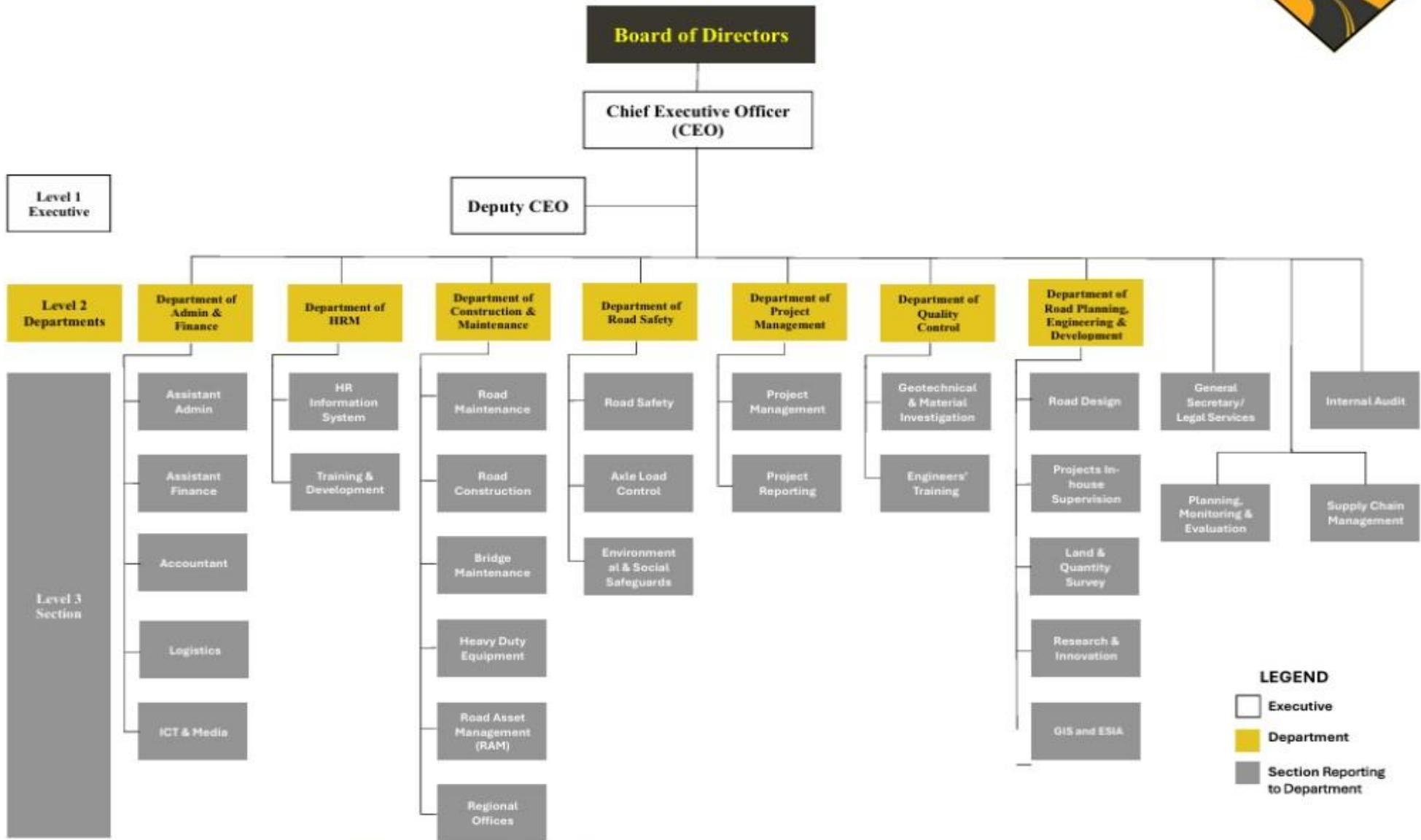
PHA is governed by Board of Directors (BoD) which provides fiduciary oversight and oversees the overall organizational performance and policy development. The board is appointed by the president of Puntland state of Somalia with presidential decree no.15 and is comprised of the following seven members.

1. Minister of Public Works and Transport
2. Minister of Finance
3. Minister of Planning
4. Director General of the Presidency

5. Director General of the State Bank of Puntland
6. Member of Puntland Engineers Association
7. Member of the Puntland Chamber of Commerce



THE PUNTLAND HIGHWAY AUTHORITY ORGANISATION STRUCTURE



1.3 PHA Strategic Plan -Progress Overview 2024

This report presents the key objectives and activities accomplished by the Puntland Highway Authority (PHA) during 2024, serving as the final-year performance review under the 2022–2024 Strategic Plan. It evaluates departmental progress against established targets and reflects PHA’s commitment to effective and accountable delivery.

As part of the PHA Annual Report, the Strategic Plan Progress Review offers both retrospective insights and a forward-looking perspective. It assesses the progress made, highlights achievements, and acknowledges challenges encountered during the implementation period. The report also identifies lessons learned and forms the basis for developing the next strategic planning cycle.

The 2024 Strategic Plan encompassed 4 main goals, 11 strategic objectives, and 178 planned activities. By the end of 2024, PHA had successfully completed 80% of these activities, with 9% in progress and 11% yet to be achieved.

1.4 PHA Strategic Goals

1. Strengthening the capacity of the Administration Department
2. Enhancing the capabilities of the Engineering Departments
3. Building robust systems for road projects and contract management
4. Fostering stakeholder engagement and relationship-building

1.5 Strategic Objectives

Strategic Objective 1A: Strengthen administrative efficiency and financial management systems

Strategic Objective 1B: Develop and maintain a comprehensive human resource management system

Strategic Objective 2: Enhance monitoring and evaluation systems across departments

Strategic Objective 3: Advance Information and Communication Technology (ICT) systems

Strategic Objective 4: Improve the technical capacity of the Materials Testing, Quality, and Standards Department

Strategic Objective 5: Build capacity for road planning, surveying, design, and engineering functions

Strategic Objective 6: Strengthen the Road Construction and Maintenance Department, including routine maintenance and gravel road management

Strategic Objective 7: Improve project management systems to ensure efficient implementation of road projects

Strategic Objective 8: Develop and implement procurement standards, tendering procedures, and institutional policy frameworks

Strategic Objective 10: Enhance institutional governance and promote stakeholder engagement

Strategic Objective 11: Improve road safety systems and establish appropriate rules and regulations

#	Strategic Goal	Strategic Objectives (SO) 2022
1	STG 1 -Administration DepartmentCapacity Development	SO1A – To strengthen administration effectiveness, and FinancialManagement System.
		SO1B - To develop and maintain a Human resource management System.
		SO2 – Development and Strengthened Monitoring & Evaluation Systems.
		SO3 – To develop Information Communication Technology systems.
2	STG 2 – Engineering DepartmentsCapacity Development	SO8 - Development Procurement Standards, Tendering Procedures & PHAPolicies and Legal Frameworks.
		SO4 – To improve the Capacity of Material Testing, Quality & StandardsDepartment.
		SO5 – To enhance Road Planning, Surveying, Designing and EngineeringCapacity.
		SO6 – To Improve the Capacity of the Road Construction and MaintenanceDepartment, manage gravel road construction projects and management of PHA routine maintenance.
3	STG 3 – Road Projects & Contracts Management Capacity Development	SO11 - To Improve Puntland Roads Safety and Develop Rules andRegulations of Road Safety.
		SO7 - Improve & Strengthened the capacity of the Project ManagementDepartment and manage effectively road projects.

4	STG 4 – Relationship Building & Stakeholders Engagement	SO10 -To improve institutional soundness and governance system and stakeholders Engagements.
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1.7 Planned Activities

Under the 11 main strategic objectives, more than 178 activities were planned for implementation in 2024. The successful execution of these activities was guided by international best practices and aligned with the strategy’s key performance indicators (KPIs) to ensure quality and measurable impact.

The PHA Executive assigned specific strategic objectives to each department and unit, along with corresponding activities for implementation.

Departmental performance and progress toward these objectives are presented in this report using a color-coded system—Green, Yellow, and Red—to visually represent levels of achievement. The color codes are defined as follows:

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

On Progress - Progress is performing as expected, but the target has not been achieved yet.

Not Achieved - Activity has not been completed or has not been met, and the target has not been achieved.



1.8 2024 Planned Activities Progress Overview

Table 3: Status Overview of All Planned Activities

Responsibilities	Achieved	Not Achieved	On progress	Grand Total
Admin and Finance	14	2	1	17
CEO office	14	1	2	17
Communication & IT Unit	7	1		8
HRM	8		1	9
Material Testing & Quality control	11	1	2	14
Monitoring & Evaluation	9	1		10
Planning and engineering	24	1	1	26
Procurement & Asset Management Unit	13			13
Road Construction and Maintenance	19	4	6	29
Road Safety	10	3	2	15
Projects management	13	5	2	20
Grand Total	142	19	17	178

Figure 2: This chart presents the implementation status of the 178 planned strategic activities, broken down by department and unit. It highlights the number of activities completed, those currently in progress, and those not yet achieved within each department. The visualization provides a comparative overview of departmental performance in executing the Strategic Plan, offering insights into progress and areas requiring further attention.

Departmental Activities Progress chart

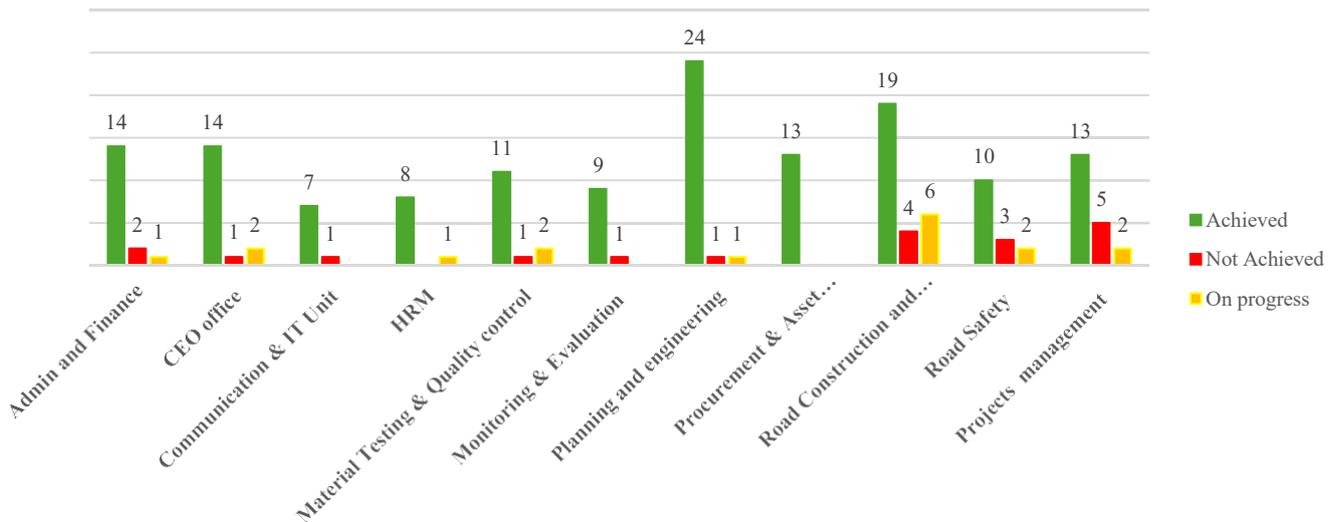


Figure 2 Status Chart of the 178 Planned Activities by Department/Unit

Figure 3: This chart offers a consolidated overview of the implementation progress for all 178 strategic plan activities. It displays the percentage breakdown of activities that have been completed, are ongoing, or remain unachieved—providing a clear snapshot of PHA’s overall performance in delivering on its strategic objectives.

Total 2024 planned activities status chart

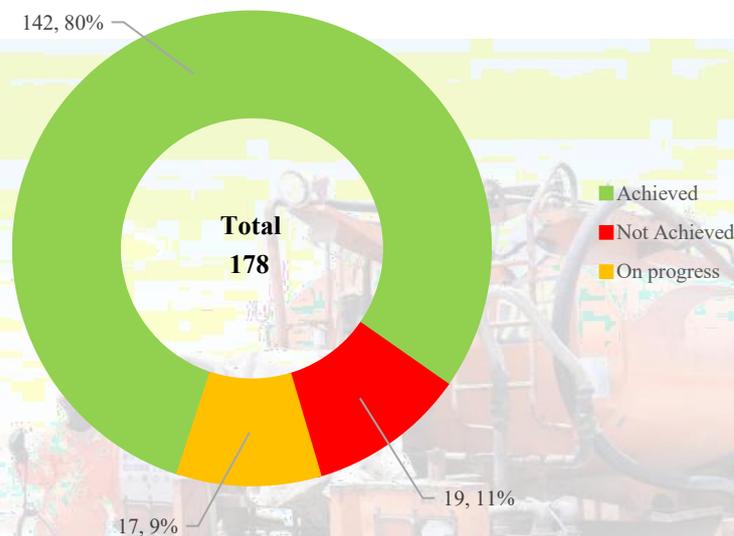
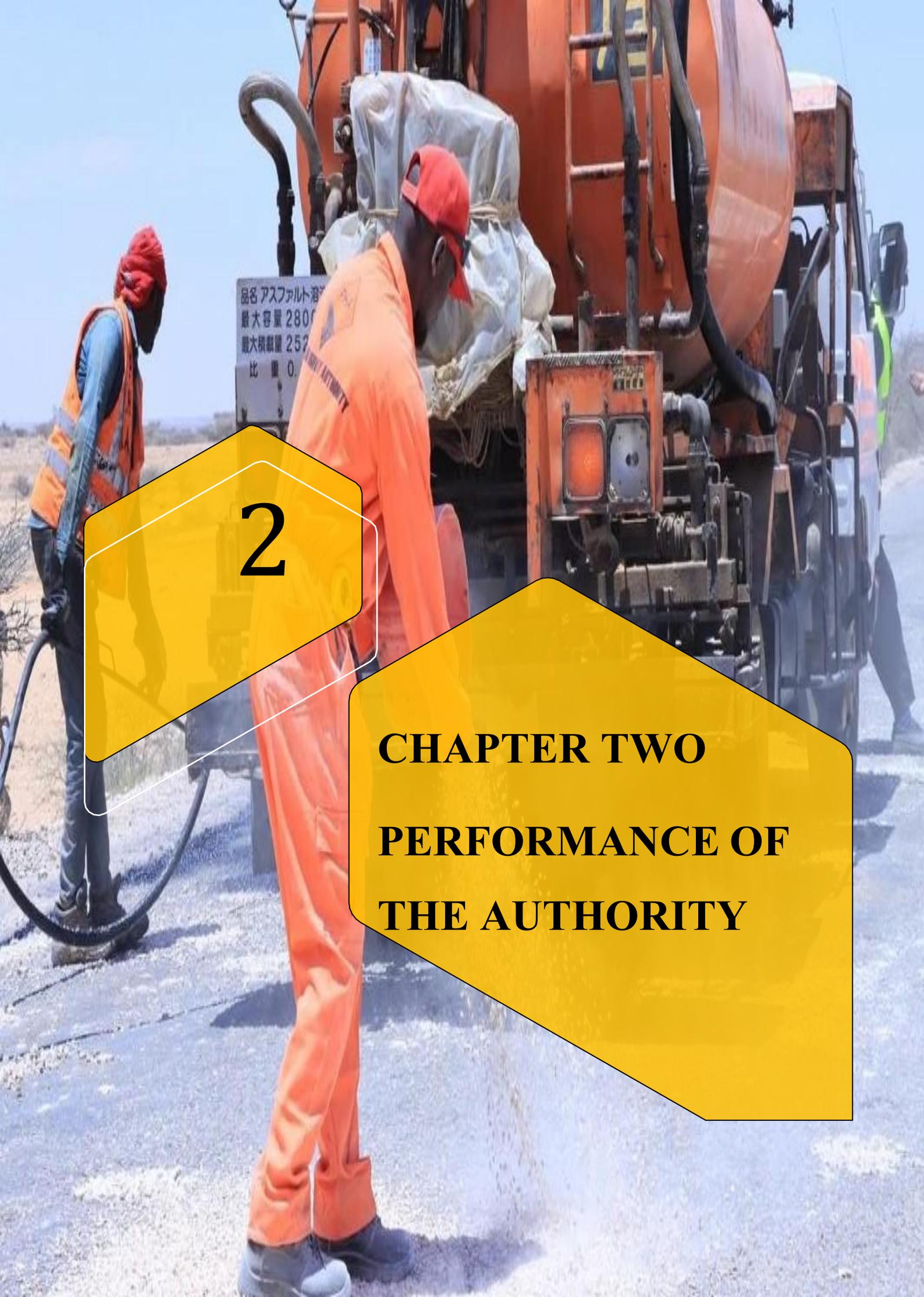


Figure 3 Percentage Status of Total Strategic Plan



品名 アスファルト溶
最大容量 280
最大積載量 252
比 重 0.

2

CHAPTER TWO
PERFORMANCE OF
THE AUTHORITY

2.0 Overview

The year 2024 marked the final phase of the Puntland Highway Authority's (PHA) 2022–2024 Strategic Plan. Throughout this period, PHA continued to pursue its mission of managing, maintaining, and developing the national road network to facilitate economic growth, social development, and regional integration across Puntland.

To ensure effective implementation of the Strategic Plan, PHA adopted a systematic approach by breaking down strategic objectives into annual, quarterly, monthly, and weekly targets. Departments and units were assigned specific responsibilities aligned with the overarching goals and were tasked with preparing detailed work plans to guide the execution of activities at the operational level.

This chapter presents a comprehensive analysis of the Authority's performance in 2024. It is structured into two main sections:

- The first section provides detailed performance reviews for each department and unit, highlighting their individual contributions, progress achieved, and challenges encountered during the year.
- The second section summarizes the overall achievements made by the Authority, organized according to the Strategic Goals and Objectives outlined in the 2022–2024 Strategic Plan.

The assessment uses a combination of quantitative and qualitative data, and employs a color-coded system (Green, Yellow, Red) to indicate the implementation status of planned activities. This approach offers a clear and results-driven reflection of PHA's efforts to deliver quality and sustainable road infrastructure for the people of Puntland.

2.1. Performance Details for Each Department/Unit

2.1.1 CEOs Office Department

Introduction

The Office of the Chief Executive Officer (CEO) plays a central role in overseeing and coordinating the daily operations of the Puntland Highway Authority (PHA). It provides strategic leadership and ensures effective execution of the Authority's mandate. Units operating under the CEO's Office include the Internal Audit Unit, General Secretariat, Communication and Public Relations Unit, Legal Affairs Unit, and the Records and Archives Management Section.

Key Functions and Responsibilities:

The CEO's Office is responsible for:

- Coordinating the preparation and implementation of the Authority's three-year Strategic Plan and budget.

- Overseeing the planning, design, development, construction, rehabilitation, and maintenance of road infrastructure, including bridges, culverts, siphons, Irish crossings, and other necessary structures.
- Developing and enforcing standards, codes, and specifications for roads under both national and local jurisdiction.
- Managing road construction and maintenance through both in-house and contracted services.
- Supervising engineering and technical works related to road planning, design, and rehabilitation.
- Ensuring the protection and security of national trunk road reserves and associated assets across Puntland.
- Promoting the use of local materials and resources, while ensuring adherence to quality and quantity standards in construction and maintenance projects.
- Coordinating the development and implementation of a comprehensive monitoring and evaluation (M&E) system and related tools for PHA operations.

These functions are carried out in accordance with the Authority’s Departmental Functions Manual and support PHA’s broader mandate to deliver a sustainable and efficient road network.

Department Strategic Objective

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

Department Strategic Activities

Strategic Objective 10: To improve institutional soundness and governance system and stakeholders Engagements.										
No	Activities	Expected Output	Indicator	Responsible Person	Percentage %	Status of 2024	2024			
							Q1	Q2	Q3	Q4
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	# number promotions made #proposals developed #	CEO office	30%	On Progress		X	X	X
4	Develop conducive enabling environment for community contribution and donor investment	To create a climate of appreciation and ownership from the public, to invest road projects	# stakeholders engagement plans #number of meetings held #minutes drafted	CEO office	75%	Achieved		X	X	X
5	To hire consultant for preparing PHA’s New strategic plan	Attaining resourceful strategic plan	#Completion of strategic plan	CEO office		Not Achieved		X		

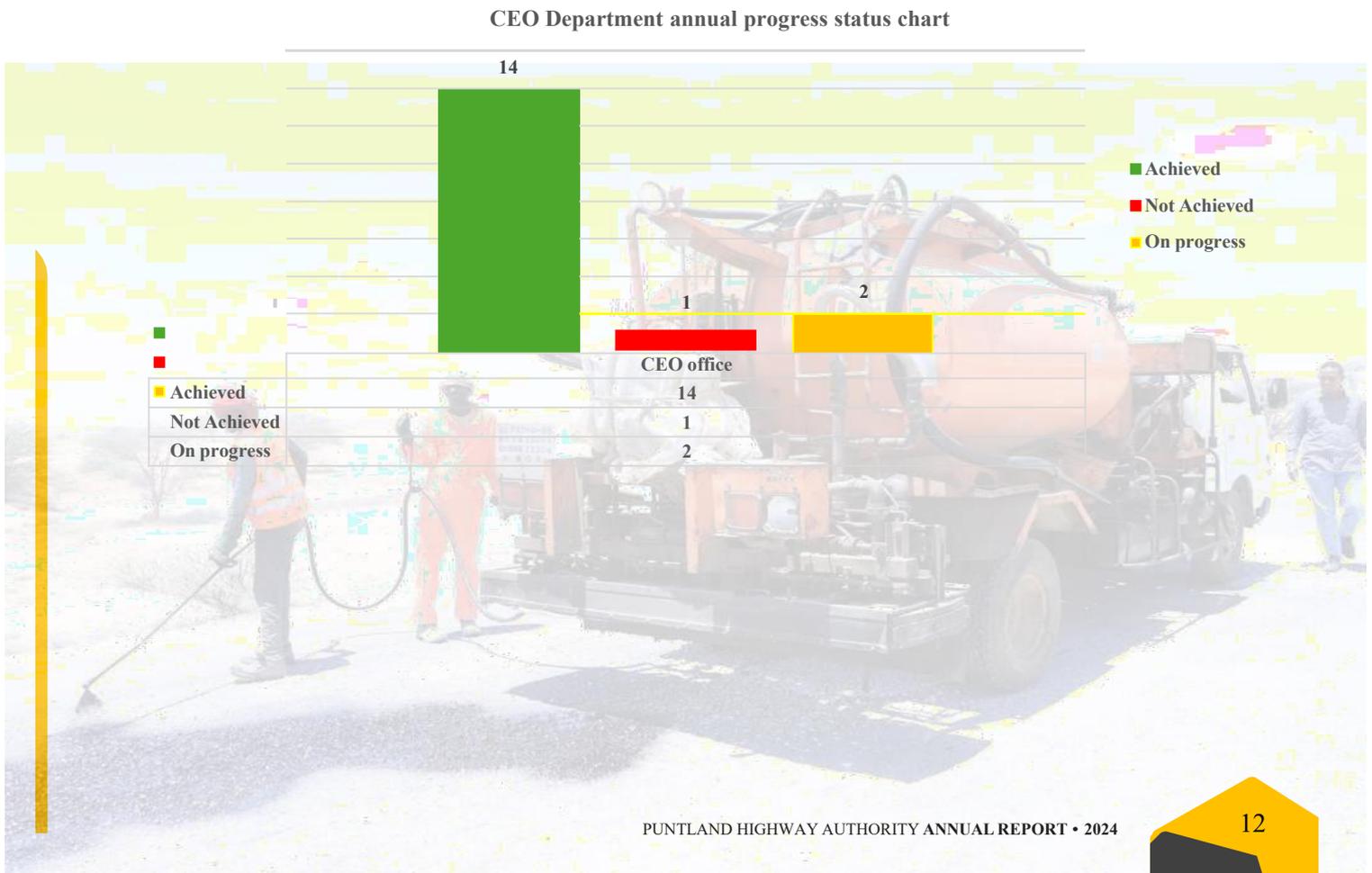
6	Submission of the annual financial reports to the state house, MOPWT, MOF, accountant general, Audit General offices respectively	To share the financial information to the public	# Reports published	CEO office	80%	Achieved				X
7	Holding BOD meeting	Informed organizational direction and decision-making to the BOD	#Number of policies and decisions made by the BOD	CEO office	100%	Achieved	X	X		
8	Holding a Road Development Meeting	Identification of road development priorities, strategies, potential challenges,	# Percentage of key stakeholders in attendance and actively participating	CEO office	40%	On progress	X			
9	To hire consultant for preparing policy for PHA	Attaining reliable policy for the PHA	#Completion policy draft	CEO office	90%	Achieved	X	X	X	
10	Strengthen internal control systems and accountability	Assurance of accountability systems placed in	# protocols and guidelines developed	CEO office	100%	Achieved	X	X	X	
11	Official release of annual statements	The publics informed	#Final reports released	CEO office	100%	Achieved				
12	Create sustainable communication channel for UN,international NGO and local partners.	Communication channels is created	# contacts for all stakeholders #meetings held	CEO office	70%	Achieved	X	X	X	
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	80%	Achieved	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	75%	Achieved	X	X	X	
15	Enhance partnership with media and civil societies in Puntland for road development initiatives.	Networks for local partners is created	# engagement meetings held	CEO office	100%	Achieved	X	X	X	

16	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
17	Collaborate with local relevant public institutions mandated for public infrastructure and development	Networks for local public institutions is created	# engagement meetings held	CEO office	100%	Achieved	X	X	X

Table 4: CEO Department annual progress status

Responsibilities	Achieved	Not Achieved	On progress	Grand Total
CEO office	14	1	2	17
Grand Total	14	1	2	17

Figure 4: Percentage Status of Total Strategic Plan



2.1.2 Communication & IT Unit

Introduction

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

Department Functions and roles

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

Department Strategic Objective

Strategic Objective 3: To develop Information Communication Technology systems.

Department Planned Activities

Strategic Objective 3: To develop Information Communication Technology systems.										
No	Activities	Expected Output	Indicator	Responsibility	Percentage %	Status of 2024	2024			
							Q1	Q2	Q3	Q4
1	Improve official PHA website functionality	Development of well-functioning website.	# website domains established.	Communication & IT Unit	100%	Achieved		X		
2	Improve Digital Communication and social media.	Enhanced digital presence and effective communication channels to disseminate information and receive feedback.	# Increase in website traffic and social media engagement.	Communication & IT Unit	100%	Achieved		X		
3	Coordinate with government media outlets, and local media to disseminate information about highway projects and updates.	Increased awareness and understanding of highway projects and updates among the public and relevant stakeholders.	#media mentions or press coverage related to highway projects and updates.	Communication & IT Unit	80%	Achieved			X	X

4	Implementing of Data backup.	Well secured information	# data base systems used #Number of backups made	Communication & IT Unit	80%	Achieved	X	X	X	X
5	Improve Public Awareness Campaigns.	Increased public understanding and support for the PHA initiatives and projects.	# Reach and engagement metrics of public awareness campaigns.	Communication & IT Unit	70%	Achieved				X
6	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	X	X	X	
7	Crisis Communication and Emergency Response	Improved preparedness and ability to respond effectively to unforeseen events or incidents related to the highway infrastructure	# Timeliness and effectiveness of crisis communication during emergencies	Communication & IT Unit	85%	Achieved	X	X	X	X
8	Capturing photos and recording videos of all programs to share with the community for road task communication	Increased community involvement	#Number of communities interacted with and responds	Communication & IT Unit	90%	Achieved	X	X	X	X

Table 5: Communication & IT Unit annual progress status

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

Communication unit. Activities Progress Chart

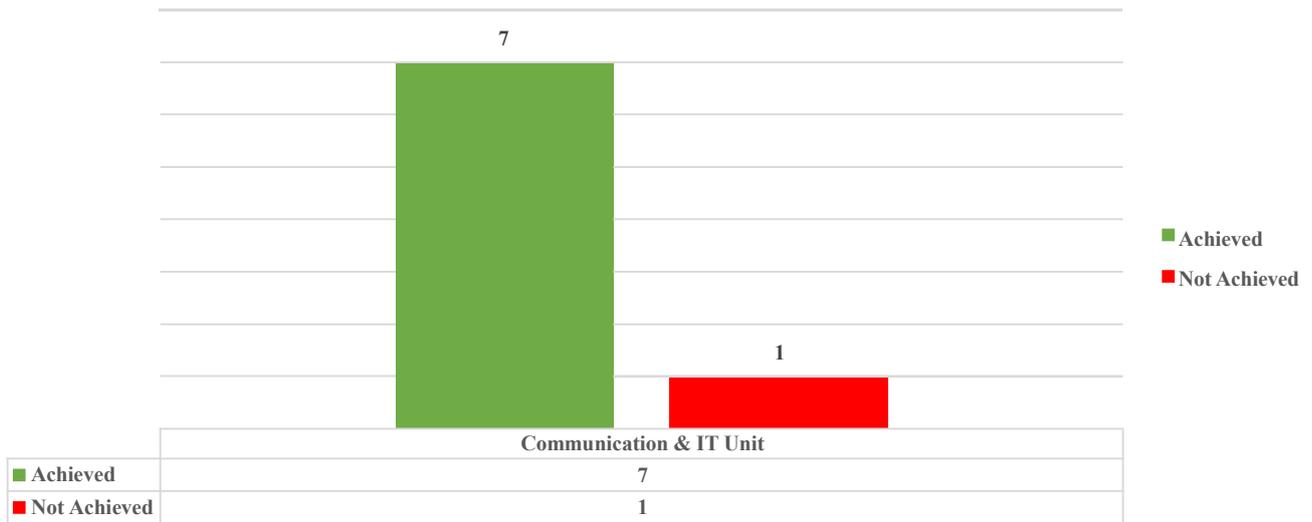


Figure 5: Communication Unit Activities Progress Chart

2.1.3 Admin and Finance Department

Introduction

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

Department Functions and roles

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

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

Department Strategic Objective

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

Department Planned Activities

Strategic Objective 1A: To strengthen administration effectiveness, and Financial Management System.										
No	Activities	Expected Output	Indicator	Responsibility	Percentage %	Status of 2024	2024			
							Q1	Q2	Q3	Q4
1	Payment of PHA's staff Salaries & Bonus	Staff promotion and Retention	# monthly salaries paid	Admin and Finance	80%	Achieved		X	X	X
2	Payment PHA's operational Cost	Institutional productivity	# Functional running cost	Admin and Finance	90%	Achieved		X	X	X
3	Improve and better design effective governance structure of PHA	Functioning institutional structure	# Governance charts mapped	Admin and Finance	100%	Achieved		X		
4	Holding public event for presenting PHA performance last 3 years	Comprehensive review and presentation of the Highways Authority's performance, achievements, and challenges in 2024	# Percentage of key stakeholders in attendance and actively participating	Admin and Finance		Not Achieved			X	
5	improvement of office clarity and purchase of furniture	Office decoration and improvement	#Delivery of furniture #decorations	Admin and Finance	100%	Achieved		X	X	X
6	Strengthen internal control systems and accountability	Enhanced PHA's system	Setting internal system of PHA	Admin and Finance	100%	Achieved	X	X	X	X
7	Exchanged, Disposal and sold out of scrapped assets	Reliable disposable system	Implementation of disposal policy	Admin and Finance	80%	Achieved		X	X	
8	Automate Financial information through online based quick book subscriptions	To have reliable and secure financial information	# data base systems used #Number of backups made	Admin and Finance	100%	Achieved	X	X	X	X

Responsibilities	Achieved	Not Achieved	On progress	Grand Total
Admin and Finance	14	2	1	17
Grand Total	14	2	1	17

Table 6 Admin & Finance Department annual progress status

Admin & Finance Dep. Activities Progress Chart

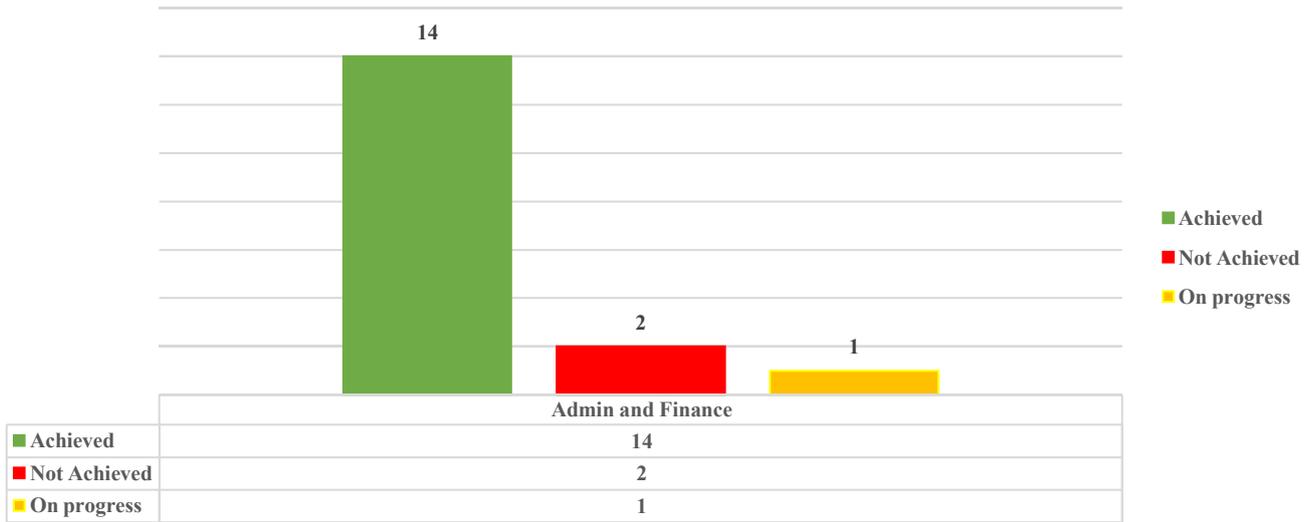


Figure 6 Admin & Finance Department annual progress status Chart

2.1.4 Human Resource Management Department

Introduction

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

Department Functions and roles

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

The department helps to manage and oversee compensation and benefits provided to employees. It plays an essential role in attracting and recruiting talent to PHA.

The Department may work with other departmental managers to develop recruitment goals and 63 identify the types of applicants they want to reach or roles they need to fill. It is also responsible for developing and implementing health and safety measures in the workplace.

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

Department Strategic Objective

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

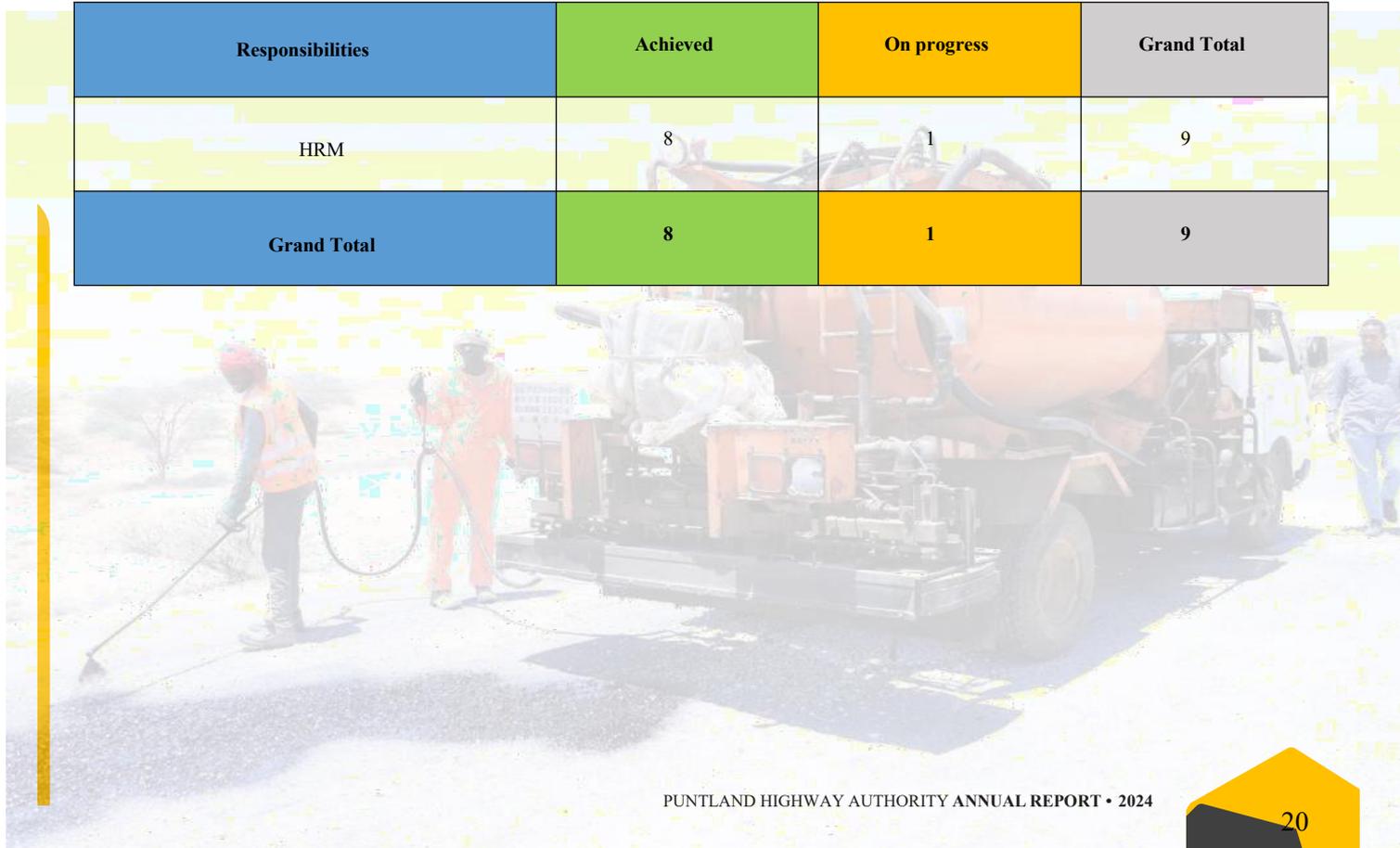
Department Planned Activities

Strategic Objective 1B: To develop and maintain a Human Resource Management System.										
No	Activities	Expected Output	Indicator	Responsibility	Percentage %	Status of 2024	2024			
							Q1	Q2	Q3	Q4
1	Preparation of training needs assessment of all PHA staff	To understand the extent of training and development required	#drafts published	HRM	100%	Achieved			X	X
2	Coordination and preparing staff Coaching and training programs	Improved employee performance, career development, and succession planning through personalized guidance and support	# Percentage of employees participating in mentorship or coaching programs	HRM	80%	Achieved				X
3	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	90%	Achieved	X	X	X	
4	Automate Staff attendances using modern SRP machines	To strengthen staff attendance of the work through automotive systems	# systems applied	HRM	80%	Achieved				X
5	Review organizational manuals, code of conducts and office organization frameworks	To harmonize and develop an existing organizational manual, code of conducts, and frameworks	#policies and guidelines announced # staff knowledge in regard with job rules and regulations	HRM	60%	On Progress	X	X	X	X

6	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	X	X	X
7	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				X
8	Re-organize all employee files and data base	Completed and centralized employee database, ensuring all relevant information is accurately stored and easily accessible	#Number of employee records successfully migrated to the new, organized database system	HRM	80%	Achieved	X			
9	Preparing Human Resource (HR) Key Performance Indicator (KPI) reports	Releasing an accurate and timely HR KPI reports for decision-making	#of reports that include all the necessary information required.	HRM	100%	Achieved				X

Table 7: Human Resource Management Department

Responsibilities	Achieved	On progress	Grand Total
HRM	8	1	9
Grand Total	8	1	9



HRM Dep. Activities Progress Chart

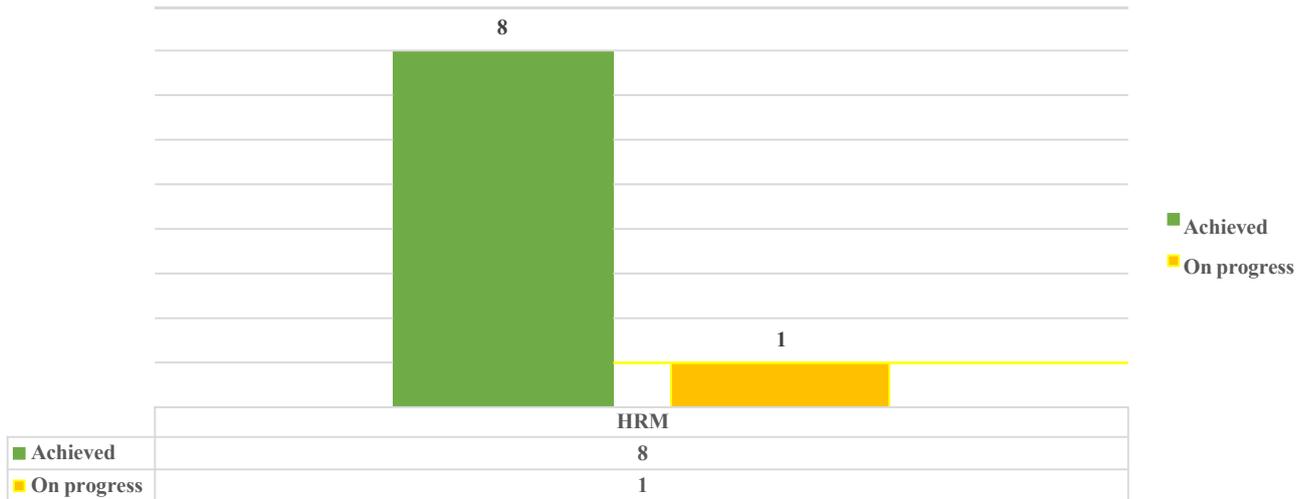


Figure 7 Human Resource Management Department Chart

2.1.5 Planning, Monitoring & Evaluation Unit

Introduction

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

Department Functions and roles

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

Department Strategic Objective

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

Department Planned Activities

Strategic Objective 2: Development and Strengthened Monitoring & Evaluation Systems.										
No	Activities	Expected Output	Indicator	Responsibility	Percentage %	Status of 2024	2024			
							Q1	Q2	Q3	Q4

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	Preparation of PHA's 2024 departments annual Plan	Comprehensive departmental plans	#departmental plans aligned with organizational goals.	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	30%	Not Achieved				X
5	Preparing employees training needs assessment.	Comprehensive training needs analysis that identifies skill gaps and development opportunities.	#Percentage of employees who complete the training needs assessment.	Monitoring & Evaluation	100%	Achieved			X	
6	Coordination and preparing staff Coaching and training programs.	Improved employee performance, career development, and succession planning through personalized guidance and support.	# Percentage of employees participating in mentorship or coaching programs.	Monitoring & Evaluation	75%	Achieved		X	X	
7	Preparing and submitting the PHA plan performance for the last 3 years to the Ministry of Planning.	accuracy and quality data presented	# Accuracy of data in the PHA plan performance reports	Monitoring & Evaluation	100%	Achieved	X	X		
8	Preparation and submission of a 6-month plan performance report to the PL Parliament.	Submitted accurate and reliable data in the performance report .	#6-month plan performance report	Monitoring & Evaluation	100%	Achieved			X	
9	Preparing and submitting performance report on the last 5 years plan.	Submitted accurate and reliable data in the performance report.	#5 years plan performance data	Monitoring & Evaluation	100%	Achieved			X	
10	Preparation of annual progress report.	Annual progress report prepared	#Comprehensive M&E report.	Monitoring & Evaluation	100%	Achieved				X

Responsibilities	Achieved	Not Achieved	Grand Total
Monitoring & Evaluation	9	1	10
Grand Total	9	1	10

Table 8 Planning, monitoring & evaluation unit

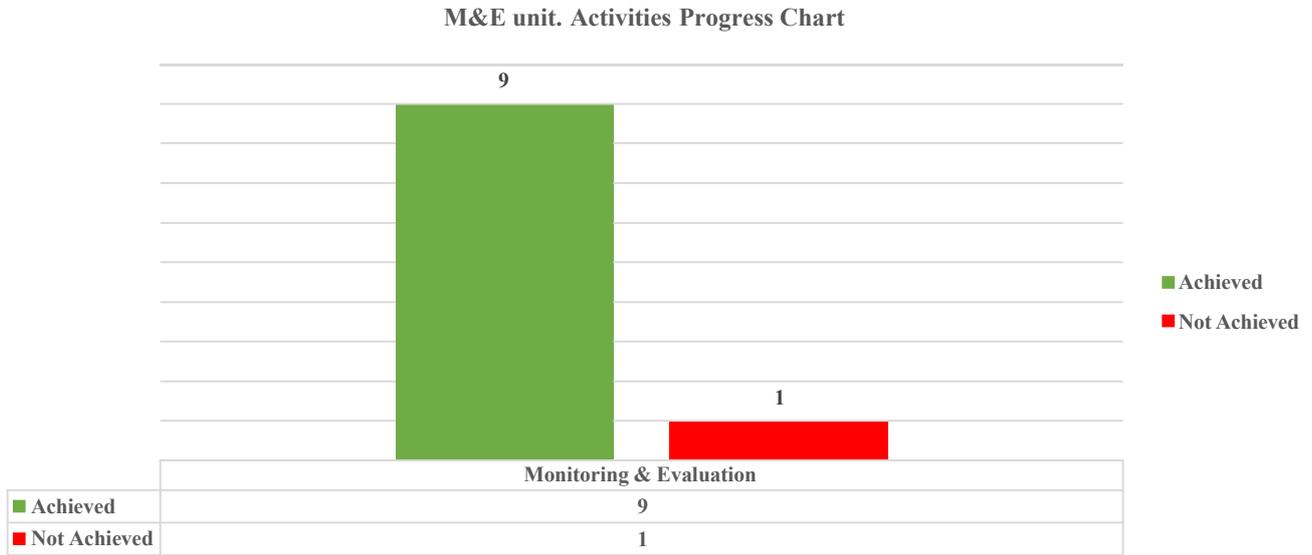


Figure 8 Planning, monitoring & evaluation unit Chart

2.1.6 Quality Control Department

Introduction

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

Department Functions and roles

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

Department Strategic Objective

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

Department Planned Activities

Strategic Objective (SO) 4: To improve the Capacity of Material Testing, Quality & Standards Department.										
No	Activities	Expected Output	Indicator	Responsibility	Percentage %	Status of 2024	2024			
							Q1	Q2	Q3	Q4
1	Capacity building Training for material testing	Training local engineers	#Number of trainings provided	Material Testing & Quality control	100%	Achieved	X			
2	To prepare Quality control & site inspection plans for on-going projects.	Preparation of plans and sharing with CEO	#Number of documents created	Material Testing & Quality control	100%	Achieved			X	
3	To prepare PHA Quality Assurance Guideline	Comprehensive QA report	Final report was shared with CEO	Material Testing & Quality control	60%	On progress			X	X
4	Renovation of PHA laboratory office	Purchase of office needs	# Number office Needs Purchased	Material Testing & Quality control	0%	Not Achieved				X
5	Review of Quality control Standards manuals for road constructions.	Control Standards manuals reviewed	#Three manuals were Reviewed and print	Material Testing & Quality control	100%	Achieved		X		
6	Review lab machines operation manuals/ policies and standards.	Lab machines Reviewed.	#Two operational manuals were reviewed	Material Testing & Quality control	90%	On progress				X
7	Preparing PHA Tests Summary 2024	Summary preparation	#Preparation of one document to summarize all tests in 2024	Material Testing & Quality control	100%	Achieved				X
8	Bitumen penetration test method of statement & calculation sheets.	Preparation of Ms and calculation sheet	Number of sheets calculated	Material Testing & Quality control	100%	Achieved			X	
9	Preparation of method of statement for elongation & flakiness tests.	Preparation of MS for Elongation & flakiness tests	Number of Ms prepared	Material Testing & Quality control	100%	Achieved				X
10	Soil lab & field tests for Xaaji khayr project	Lab & field tests report	#Reports were shared with CEO	Material Testing & Quality control	100%	Achieved		X	X	X

11	Soil lab & field tests for Berda-dawaco project	Lab & field tests report	#Reports were shared with CEO	Material Testing & Quality control	100%	Achieved			X	X
12	Soil lab & field tests for Kalabaydh-Birtadheer project	Lab & field tests report	#Reports were shared with CEO	Material Testing & Quality control	100%	Achieved		X	X	X
13	Concrete tests for Xaaji khayr projects	Compressive strength reports	#Reports were shared with CEO	Material Testing & Quality control	100%	Achieved			X	X
14	Concrete tests for Berda-Dawaco projects	Compressive strength reports	#Reports were shared with CEO	Material Testing & Quality control	100%	Achieved			X	X

Responsibilities	Achieved	Not Achieved	On progress	Grand Total
Material testing & quality control	11	1	2	14
Grand Total	11	1	2	14

Table 9 Quality Control Department

Material testing & quality control Dep. Activities Progress Chart



Figure 9 Quality Control Department Chart

Department Main Activities Highlights

The following are projects and Borrow pit samples that were handled by the department in 2024. The department provided technical support on Quality Control and assurance, Supervision and Inspection. Reports were provided for the services.

The projects included:

1. Kalabaydh –Birtadheer Road Rehabilitation Project
2. Xaaji-khayr Road Project
3. Berda-dawaco Road Rehabilitation Project
4. Gaalkayo Main Road Project

Table 10: Summary Number of Tests Performed for every Project by the Department

	Tests	Proctor	Atterberg Limits	Sieve analysis	Field Density	CB R	DCP	Rebound Hammer	Concrete Tests	Tests Reports
No	Project									
1.	Kalabaydh – Birtadheer Road Rehabilitation Project	3	3	3	22	3	22	0	0	2
2.	Xaaji-khayr Road Project	1	1	1	0	1	0	0	4	2
3.	Berda-dawaco Road Rehabilitation Project	1	1	1	37	1	37	4	4	7
4.	Gaalkayo Main Road Project	1	1	1	5	1	5	0	0	2
	No. of Tests	6	6	6	64	6	64	4	8	13

2.1.7 Road Planning, Engineering and Development Department

Introduction

The department is divided into four sections which The Engineering, Technical and Road design department is structured into Four main sections:

- A. GIS Mapping & Environmental Impact Assessment,
- B. Hydrology,
- C. Survey and Design.
- D. Quantity Survey,

These divisions collaborate to enhance engineering, technical planning, and road design for the implementation of infrastructure projects.

Department Functions and roles

A. GIS Mapping & Environmental Impact Assessment

This section is responsible for integrating geospatial technologies and environmental safeguards into infrastructure planning. Core responsibilities and activities include:

1. Developing and maintaining digital road network maps using GIS tools.
2. Mapping road corridors, land use, topography, and environmental features.
3. Conducting Environmental Impact Assessments (EIA) for new and ongoing road projects.
4. Identifying ecologically sensitive areas and proposing mitigation measures.
5. Collaborating with regional environmental agencies to ensure compliance with environmental regulations.
6. Preparing environmental and social safeguards manuals and guidelines.

B. Hydrology

The Hydrology section focuses on the study and management of surface water and drainage in road projects. Its responsibilities include:

1. Analyzing flood-prone areas and watershed characteristics along road corridors.
2. Designing appropriate road drainage systems, culverts, and retention structures.
3. Conducting hydrological modeling and simulations for flood risk assessment.

4. Supporting bridge and culvert sizing based on peak discharge calculations.
5. Recommending climate-resilient road infrastructure based on rainfall and runoff data.

C. Survey and Design

This section is responsible for all pre-construction survey activities and geometric road designs. Its functions include:

1. Conducting topographic and engineering surveys using advanced tools like RTK GPS and Total Stations.
2. Verifying alignment and elevation profiles for road corridors.
3. Preparing detailed engineering drawings, cross-sections, and longitudinal profiles.
4. Checking road profile elevation and generating layout plans.
5. Using CAD and Civil 3D software to develop optimized road designs.
6. Supporting the preparation of BOQs and technical documentation.

D. Quantity Survey

The Quantity Survey unit plays a vital role in cost estimation and resource planning. Key responsibilities include:

1. Preparing Bills of Quantities (BOQs) and cost estimates for road projects.
2. Conducting quantity take-offs based on engineering drawings.
3. Estimating construction materials, labor, and equipment needs.
4. Supporting procurement planning through cost benchmarking.
5. Assisting with project budgeting and financial tracking of infrastructure works.
6. Reviewing contractor claims and monitoring cost variations during execution.

Department Strategic Objective

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

Department Planned Activities

Strategic Objective 5: To enhance Road Planning, Surveying, Designing and Engineering Capacity.										
No	Activities	Expected Output	Indicator	Responsibility	Percentage %	Status of 2024	2024			
							Q1	Q2	Q3	Q4

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	Conducting training needs assessment for engineering departments	Areas of trainings interventions required	#Number of trainings provided	Planning and engineering	100%	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	Purchase of road mapping and survey drones.	Road mapping and survey drones provided	#Availability of the drones	Planning and engineering	100%	Achieved				X
5	Preparation of annual department report, plan and budgets for fixture of maintenance and surveying machines and tools	Preparation of annual budget report	Completion of annual budget report	Planning and engineering	100%	Achieved			X	
6	Repair and maintain computer set for design and data storage for surveying office	Functional design and data storage equipment	# availability of the machine #Number of equipment repaired	Planning and engineering	100%	Achieved	X			
7	Repair and maintain Map printing and new office printer for design and surveying department	Functional design and data storage equipment	# availability of the machine #1 equipment repaired #1 equipment purchased	Planning and engineering		Not Achieved	X			
8	Conducting of road condition assessment survey for main paved roads in Puntland.	Reliable road data released	# final drafts prepared	Planning and engineering	100%	Achieved			X	
9	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	80%	Achieved				X
10	Monthly performance department report	Department Reports	#Performance report #Department Attendances	Planning and engineering	90%	Achieved				X
11	Preparing concept note and plan: road access improvements for agricultural site	A well-researched and comprehensive concept note for improving road access to agricultural sites	# agricultural sector representative #rural development agencies, #local authorities	Planning and engineering	100%	Achieved			X	
12	Conducting topographic Road survey assessment for Xaarxaar-Jalam 11KM	Road Survey and plan reports	#topographic survey #Road model design #Water shed #BoQ #EIA	Surveying and designing department	100%	Achieved		X		

13	Conducting topographic Road survey assessment for Jalam-Kalabayr 14km	Road Survey and plan reports	#topographic survey #Road model design #Water shed #BoQ #EIA	Surveying and designing department	100%	Achieved		X		
14	Conducting topographic Road survey assessment for Rabaable-Birtadheer 20km	Road Survey and plan reports	#topographic survey #Road model design #Water shed #BoQ #EIA	Surveying and designing department	100%	Achieved		X		
15	Conducting Road survey assessment for Boocame-Laascaanood	Road Survey and plan reports	#Road survey report #Water shed #BoQ #EIA	Surveying and designing department	%50	On progress	X			
16	Conducting road damage assessment in the Midigar and Laacdhheere areas.	assessment reports provide detailed information about the extent and nature of road damage	# Accurate Assessment Report	Surveying and designing department	100%	Achieved		X		
17	Conducting an environmental impact assessment in the Xaarxar-Jalam-Kalabayr	Ensure that the environmental impact assessment adheres to all relevant environmental laws and regulations	#Environmental Regulations #comprehensive assessment feedback	Surveying and designing department	100%	Achieved				X
18	Conducting in-depth road assessments within the Bardo-dawaco area.	Accurate and detailed condition ratings to the road presented	#Road Condition report	Surveying and designing department	100%	Achieved			X	X
19	Assessment for road embankment between Kalabayr- Dalwayn	Drainage and road embankment to prevent water accumulation and erosion evaluated	#road embankment assessment report	Surveying and designing department	100%	Achieved			X	
20	Comprehensive assessments for three routes connecting Buran to the National Highway. Buran-carmo Buran-carta Buran-dalwayn	maintenance requirements, necessary repairs, upgrades, or improvements needed were presented.	#Observation report highlighting significant findings	Surveying and designing department	100%	Achieved		X	X	
21	Cost estimation for bosaaso Airport garage.	BOQ with cost estimation accuracy and budget adherence were submitted	#Cost estimate accuracy	Surveying and designing department	100%	Achieved		X		
22	Ordering and purchasing of furniture.	Office decoration and improvement	#Delivery of furniture #decoration receipts	Surveying and designing department	100%	Achieved		X		
23	Cost estimation for kalaale rigid pavement.	BOQ with cost estimation accuracy were submitted	#Cost estimate accuracy	Surveying and designing department	100%	Achieved			X	

24	Preparation of site engineers' contracts.	To oversee recruitment process and enhance transparency and accountability	#Number of contracts signed	Surveying and designing department	100%	Achieved			X	
25	Providing training on data collection tools to the site engineers.	proficiency of site engineers in using data collection tools increased.	#Number of trainings conducted # inductions provided	Surveying and designing department	100%	Achieved			X	
26	Review technical standards, specifications and design norms to be adopted by PHA in all projects	Attaining quality technical standard	Implementation of quality of standard	Surveying and designing department	100%	Achieved	X	X	X	X

Table 11 Road Planning, Engineering and Development Department

Responsibilities	Achieved	Not Achieved	On progress	Grand Total
Planning and engineering	24	1	1	26
Grand Total	24	1	1	26

Engineering Dep. Activities Progress

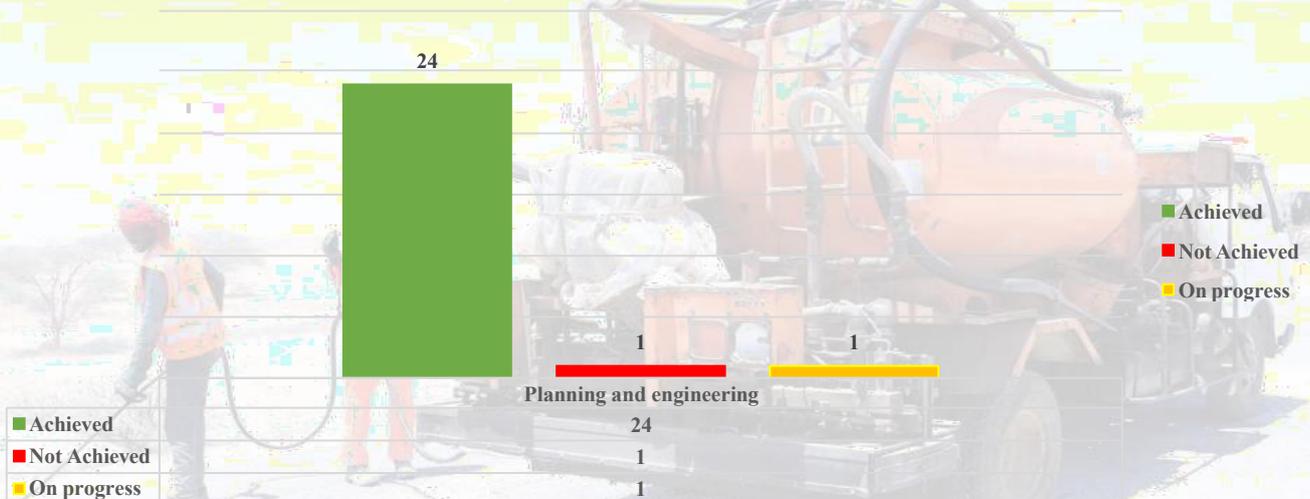


Figure 10 Road Planning, Engineering and Development Department

Department Systems

The systems under the department of Road Engineering, Technical and Road Design are listed on the table below;

No	Department/Units	System (s) names	Systems Policy/ Manuals	System Building status
1.	Engineering Department	<p>Systems software:</p> <ol style="list-style-type: none"> 1- Autodesk Civil 3d 2- ArcGIS for Desktop 3- MS Projects Management 4- Primavera P6 5- AutoCAD 6- Google Earth 7- HMS -HEC-Arc 8- IIT pave 9- MS Excel 10- Pix4Dmapper 11- Geoviewer 12- QGIS <p>Survey equipment:</p> <ol style="list-style-type: none"> 1. Total Station system 2. RTK system 3. Auto Level 4. Hand GPS 5. Drone 6. Gaming laptop 	<ol style="list-style-type: none"> 1. Manual 1: Context and Design Approach 2. Manual 2: Geometric Design 3. Manual 3: Surfacing and pavement 4. Manual 4: Construction Materials 5. Manual 5: Drainage Design 6. Manual 6: Bridge and Culvert. 7. Manual 7: Road Furniture 	Developed

Table 12 Department of Road Planning, Engineering and Development

2.1.8 Road Construction and Maintenance Department

Introduction

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

Department Functions and roles

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

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

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

Department Strategic Objective

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

Department Planned Activities

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

No	Activities	Expected Output	Indicator	Responsibility	Percentage %	Status of 2024	2024			
							Q1	Q2	Q3	Q4
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	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	X
4	Conducting of road condition assessment survey for gravel secondary roads in Puntland	Reliable road data released	# final drafts prepared	Road Construction and Maintenance	70%	Achieved	X	X	X	X	X
5	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	40%	On Progress					X
6	To carry out periodic pothole repair works in all road sections.	Road pothole repairs conducted	#km of potholes repaired	Road Construction and Maintenance	100%	Achieved			X	X	
7	Cutting off the trees grown on the sides of the main tarmac yako-qayaadsame ,Birta dheer-Jalam, & etc.	Trees grown on the sides of road cut-off	#Numbers of trees has being cut off	Road Construction and Maintenance	75%	Achieved			X	X	
8	Strengthening road rehabilitation and construction supervision and field visits	Supervisions strengthened	#Number of trainings conducted/field visits	Road Construction and Maintenance	100%	Achieved					X

9	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	70%	Achieved			X	X
10	To Carry out Periodic and routine maintenance all paved sections (monthly allocation budget for maintenance is \$35,000 *10month)	Regular Monitoring of the status on the main roads	Planned supervision on the main roads	Road Construction and Maintenance	85%	Achieved		X	X	X
11	Conduct training for the maintenance staff of the agency	The Staff Should trained	#Number of trainings provided	Road Construction and Maintenance	70%	Achieved			X	
12	Undertaking comprehensive assessments of culverts in the Carmo-Bosaso	Provide actionable maintenance recommendations based on the assessments	# Structural Integrity Assessment Maintenance Recommendations feedback	Road Construction and Maintenance	100%	Achieved			X	X
13	Preparation completion report bursalax-bayra	clear and comprehensive details on project achievements, challenges faced, and recommendation were presented.	#completion report	Road Construction and Maintenance	100%	Achieved			X	
14	Preparation of a plan for prioritizing road projects.	Comprehensive plan with Cost-Benefit Analysis were prepared	#projects plan drafts	Road Construction and Maintenance	100%	Achieved				X
15	Preparation of scope of work for carmo-bosaso culverts project.	objectives, deliverables, timelines, and resources required for the Carmo-Bosaso culverts project	# resources required standards and data manuals	Road Construction and Maintenance	100%	Achieved				X

16	Preparation of scope of work for Xaajikhayr project.	objectives, deliverables, timelines, and resources required for Xaajikhayr project.	# resources required #standards and data manuals	Road Construction and Maintenance	100%	Achieved				X
17	Carmo-Bosaso Reconstruction Culverts project	Reliable transport between regions	#21 Re-constructed culverts	Road Construction and Maintenance	33%	On Progress			X	X
18	Preparation of BOQ for carmo-bosaso culverts project.	BOQ document specifying quantities and costs of materials and labor needed for road rehabilitation	#Accuracy of BOQ, compliance with project standards, #completion timeframe.	Road Construction and Maintenance	100%	Achieved		X		
19	Preparation of carmo-bosaso project contract	To oversee tenders process and enhance transparency and accountability	#Number of contracts Signed	Road Construction and Maintenance	100%	Achieved		X		
20	Preparation of Xaajikhayr project contract	To oversee tenders process and enhance transparency and accountability	#Number of contracts Signed	Road Construction and Maintenance	100%	Achieved		X		
21	Preparation of Berda-dawaco project contract	To oversee tenders process and enhance transparency and accountability	#Number of contracts Signed	Road Construction and Maintenance	100%	Achieved		X		
22	Rehabilitation of potholes between Qardho-Xidda	Filling of potholes in the Road	#Rehabilitation potholes	Road Construction and Maintenance	100%	Achieved			X	X
23	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		X		
24	Rehabilitation and construction work on the lafagorayo feeder road (26km)	Reliable transport between Puntland regions	#Planned and completion work projects	Road Construction and Maintenance	90%	Achieved		X		

25	Rehabilitation and construction work on the feeder road of Garowe - Eyl	Reliability of road transport between coastline regions and entire Somali regions	#Planned and completion work projects	Road Construction and Maintenance	10%	On Progress	X	X	X	X
26	Rehabilitation and construction work on the feeder road of Bosaso-Qandala	Reliability of road transport between Puntland main port and other regions	#Planned and completion work projects	Road Construction and Maintenance		Not Achieved	X	X	X	X
27	Rehabilitation and construction work on the feeder of Qardho-Bayle	Ease connecting of regions	#Planned and completion work projects	Road Construction and Maintenance		Not Achieved	X	X	X	X
28	Rehabilitation and construction work on the feeder road of Garowe-Taleex	Connecting of businesses and economic activities between regions	#Planned and completion work projects	Road Construction and Maintenance		Not Achieved	X	X	X	X
29	Rehabilitation and Construction work on the Garowe-Godobjiraan feeder road	Reliable transport between Puntland regions	#Planned and completion work projects	Road Construction and Maintenance		Not Achieved	X	X	X	X

Table 13 Road Construction and Maintenance Department

Responsibilities	Achieved	Not Achieved	On progress	Grand Total
Road Construction and Maintenance	19	4	6	29
Grand Total	19	4	6	29



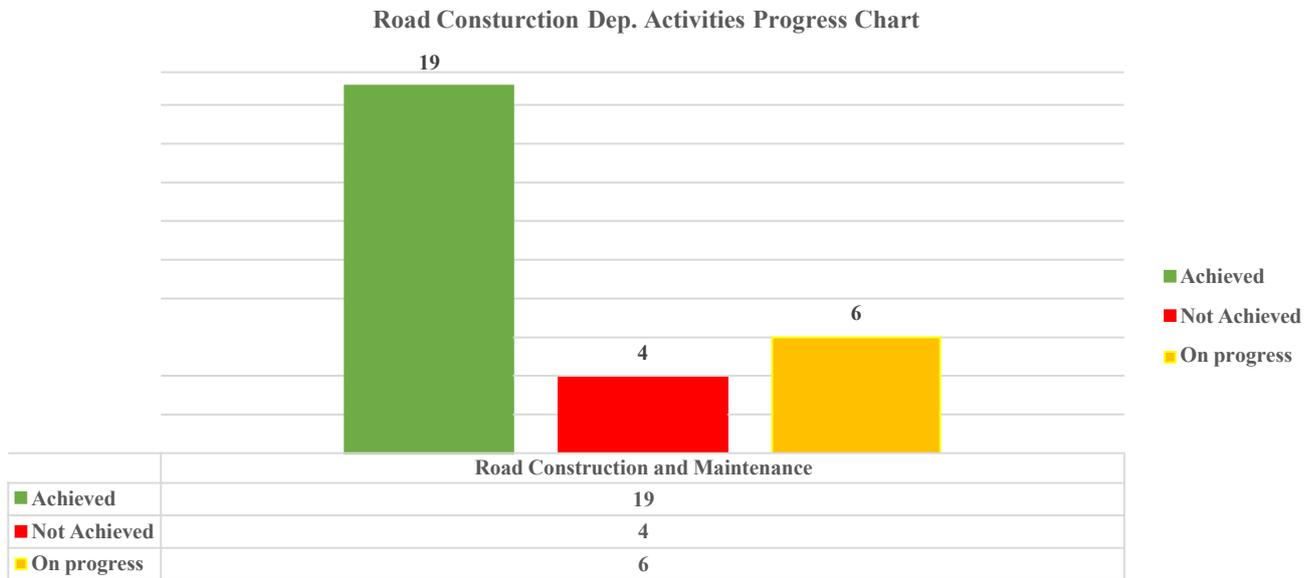


Figure 11 Road Construction and Maintenance Department Chart

2.1.9 Projects Management Department

Introduction

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

Department Functions and roles

The project management department is responsible for planning and overseeing projects to ensure they are completed in a timely and within budget. The department is also responsible for Managing construction projects undertaken by PHA, by assigning a project manager and project team to manage aspects such as schedule, cost, scope, quality, risk & contract management and also assists Providing supervision and project management support to projects implemented by external partners e.g. contractors, and international NGOs. The department is also tasked with Developing and adopting project management manuals and documents based on international best practices, Developing and implementing annual/quarterly action plans based on the strategic plan tasks assigned to the section, developing mechanisms for realizing and managing special projects including Public Private Partnership (3P) Projects e.g. Build-Operate-Transfer (BOQ) projects, and crowdfunded projects in addition to Designing and implementing a road construction management system for the execution of planned road construction works.

Department Strategic Objective

Strategic Objective 7: Improve & strengthened the capacity of the Project Management Department and manageeffectively road projects.

Department Planned Activities

Strategic Objective 7: Improve & strengthen the capacity of the Project Management Department and manage effectively road projects.										
No	Activities	Expected Output	Indicator	Responsibility	Percentage %	Status of 2024	2024			
							Q1	Q2	Q3	Q4
1	Re-Evaluation of local contractors' capacity for project implementation	Local contractors' capacities assured	# evaluations conducted #meetings held/ assessment conducted	Projects management		Not Achieved		X		
2	Train private sector construction companies to enforce these standards in all projects.	Capacity of private construction companies is developed	# trainings/ protocols provided	Projects management		Not Achieved		X		
3	Enhance and develop the capacity of project management section	Capacity of project management section developed	# Number of trainings and development conducted	Projects management	80%	Achieved	X	X	X	X
4	Provision for project management and mechanisms training.	Project management training conducted	#trainings provided	Projects management	75%	Achieved	X	X	X	X
5	Preparation of impact assessment reports upon the completions of roads project	Impact assessments conducted	# final drafts Impact assessments conducted. #questioners and surveys conducted	Projects management	90%	Achieved	X	X	X	X
6	Strengthening accountability systems for projects	Assurance of accountability systems placed in	# protocols and guidelines developed	Projects management	100%	Achieved	X			
7	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	X	X	X	X
8	Review and Improvement for contract documents	Comprehensive review and analysis of the existing contract templates, clauses, and procedures	#contract documents updated and improved based on the evaluation of completed projects	Projects management	80%	Achieved		X		

9	Assessment of seasonal rains	Rainfall data collection, analysis, and interpretation of rainfall impacts	#Rainfall data accuracy and completeness	Projects management	100%	Achieved		X		
10	Assessment of Af-tugweyne feeder road	Reliable road data released	# final drafts assessments conducted	Projects management	100%	Achieved		X		
11	Project department has been member of road assessment from buran-carmo.	Reliable road data released	# final drafts buran- carmo conducted assessments	Projects management	100%	Achieved		X		
12	Community consultation for early recovery project at gargoore village aimed with construction of kalaale steep slope.	Consultation process ensured community representation of construction of Kalaale steep slope	#list of participated community #photos	Projects management	100%	Achieved			X	
13	Community consultation for Early Recovery project in Buran district aimed with rehabilitation of buran feeder road.	Consultation process ensured community representation of construction of buran feeder road.	#list of participated community #photos	Projects management	100%	Achieved			X	
14	Community consultation for Early Recovery Project and meeting with WFP team in order to solve 300m rocky terrain remained the previous project at Jid-lahelay feeder road.	Consultation process ensured community representation of completion of Jid-lahelay feeder road.	#list of participated community #photos	Projects management	100%	Achieved			X	
15	Hand tool distribution to the participants of the Early Recovery Project in three project sites (Gargoore, Ufayn and Buraan)	Community participated and rehabilitated the construction of the road.	#list of encouraged community #list of equipment distributed #photos	Projects management	100%	Achieved				X
16	Xaarxaar-jalam Reconstruction project 11k	Reconstructed road transport between regions and cities	#Number of KM road constructed	Projects management		Not achieved			X	X
17	Jalam-Kalabayr Reconstruction project 14km	Reconstructed road transport between regions and cities	#Number of KM road constructed	Projects management		Not achieved			X	X
18	Reconstruction Birta dheer--- Kalabayr 20km	Reconstructed road transport between regions and cities	#Number of KM road constructed	Projects management	36%	On Progress	X	X	X	X

19	Reconstruction Rabable--Birta dheer 20km	Reconstructed road transport between regions and cities	#Number of KM road constructed	Projects management		Not achieved	X	X	X	X
20	Emergency rehabilitation work on the road of Section F (Ceeldaahir-Ceergaabo)	Encouragement of movement of goods and people between regions	#Rehabilitation road KM	Projects management	30%	On Progress	X	X	X	X

Responsibilities	Achieved	Not Achieved	On progress	Grand Total
Projects management	13	5	2	20
Grand Total	13	5	2	20

Table 14 Projects Management Department Annual Progress Status

Projects Dep, Activities Progress Chart

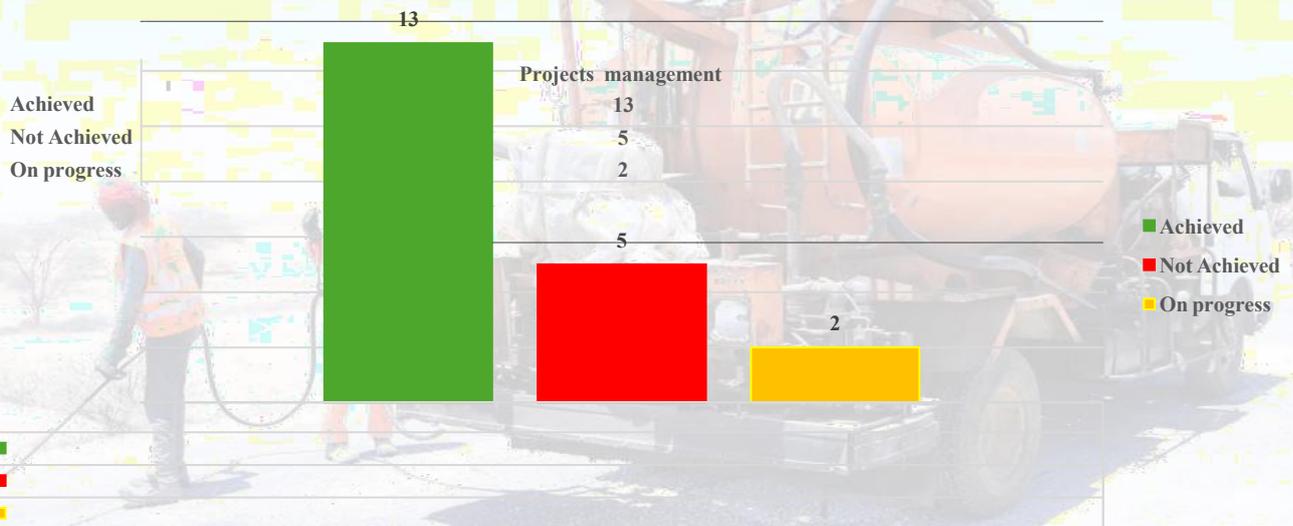


Figure 12 Projects Management Department Annual Progress Status Chart

Department Systems

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

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

Table 15 Projects Management Department System

2.1.10 Procurement and Asset Management Unit

Introduction

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

Department Functions and roles

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

Department Strategic Objective

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

Department Planned Activities

Strategic Objective 8: Development Procurement Standards, Tendering Procedures & PHA Policies and Legal Frameworks.										
No	Activities	Expected Output	Indicator	Responsibility	Percentage %	Status of 2024	2024			
							Q1	Q2	Q3	Q4

1	Implementation of tendering frameworks and policies	Strengthening procurement systems and know-how of staffs	# continues audits made #inductions implemented	Procurement & Asset Management Unit	80%	Achieved		X		
2	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
3	Supplier Evaluation and Selection	Objective and impartial evaluation of bids/quotations leading to selections	#Percentage of suppliers meeting pre-qualification criteria	Procurement & Asset Management Unit	100%	Achieved	X	X	X	X
4	Procurement Monitoring and Reporting	Comprehensive procurement reports that provide visibility into the procurement process	#Compliance with applicable laws, and regulations,	Procurement & Asset Management Unit	80%	Achieved	X	X	X	X
5	Contract Negotiation and Management	Effective contract agreements that ensure timely delivery of goods/services	#Percentage of contracts completed on time and within budget	Procurement & Asset Management Unit	90%	Achieved				X
6	Review, clarification, amendment and synchronization of road laws and acts, especially Law 7 and Law 18	road laws and acts reviewed and updated	# review meetings held #final versions developed	Procurement & Asset Management Unit	85%	Achieved	X	X	X	X
7	Filing PHA construction projects documents	All project documentations recorded	#number of files achieved	Procurement Unit	100%	Achieved				X
8	Preparing WFP Concept Note for early recovery project	Comprehensive concept notes prepared	#Concept note draft	Procurement Unit	100%	Achieved	X			
9	Scope registration for early recovery project at gargoore village aimed with construction of kalaale steep slope.	Community Registration for representation of construction kalaale steep slope.	#list of Registered community #photos	Procurement & Asset Management Unit	100%	Achieved			X	

10	Scope registration for early recovery project at Buraan district aimed with rehabilitation of buran feeder road.	Community Registration for representation of construction buran feeder road.	#list of Registered community #photos	Procurement & Asset Management Unit	100%	Achieved			X	
11	Scope registration for early recovery project at Ufayn district aimed to rehabilitate 9km remained the previous project at Jid-lahelay feeder road.	Community Registration for representation of construction Jid-lahelay feeder road.	#list of Registered community #photos	Procurement & Asset Management Unit	100%	Achieved			X	
12	Purchasing hand tools and signboards of early recovery project	Hand tools and signboards received	#list of equipment distributed #photos	Procurement & Asset Management Unit	100%	Achieved				X
13	Preparation of early recovery project monthly Reports	To have reliable and secure monthly report	# monthly report drafts	Procurement & Asset Management Unit	100%	Achieved		X		X

Responsibilities	Achieved	Grand Total
Procurement & Asset Management Unit	13	12
Grand Total	13	12

Table 16 Procurement & Asset Management Unit Annual Progress Status

Procurement unit, Activities Progress Chart



Figure 13 Procurement & Asset Management Unit Annual Progress Status Chart

2.1.11 Road Safety Department

Introduction

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

Department Functions and roles

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

Department Strategic Objective

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

Department Planned Activities

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 2024	2024			
							Q1	Q2	Q3	Q4
1	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
2	Public Awareness about Road Dangers to Puntland Public Drivers. (Road users, General Community and School Students)	Beneficiaries of Public Awareness report,	#Public awareness, transporters and drivers have been done	Road Safety		Not Achieved	X	X	X	X
3	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	X	X	X	X

4	Advocating and enforcement of implementation Puntland driving license especially for public transport drivers	Public transport driver's license suspension report	# Enforcing the enforcement of having a valid driver's license	Road Safety	100%	Achieved		X	X	X
5	Training for Puntland Police traffic "Accident Data Collection and Preparation of Road Accident Reports and Research on High Crash Areas"	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		X		
6	Preparing proposal on how to get the funds and resources needed to implement the of Axle-load	A complete Proposal on the effective Axle load	#fundraising has been done	Road Safety	100%	Achieved		X		
7	Preparation of Puntland road safety policy.	Road safety policy document completed	# The Puntland road safety policy has been developed	Road Safety	100%	Achieved			X	
8	Preparation of traffic count assessment proposal.	Traffic count document completed	#proposal draft	Road Safety	100%	Achieved			X	
9	Preparation of Data collection for truck registration proposal.	Truck registration document completed	#proposal draft	Road Safety	100%	Achieved		X	X	
10	Implementation of data collection for truck registration survey.	Comprehensive database of registered trucks prepared	#Percentage of target truck fleet registered and verified in the database	Road Safety	50%	On Progress			X	X
11	Implementation of traffic count Survey.	Comprehensive database of vehicles using the road were prepare	#Number of traffic using the main road	Road Safety	50%	On Progress			X	X
12	Assessment report on the impact of overloaded trucks	extent of road damage caused by overloaded trucks were measured	#Number of overloaded trucks	Road Safety	100%	Achieved				X
13	The committee's report on the survey for the placement of the internet cable	Committee to prevent negative impact of land digging/placing	#Committee Report	Road Safety	100%	Achieved				X

	from Somtel company between Garowe and Galkacyo.	fiber optic communication cables produced report.							
14	The committee's report on monitoring the impact of the internet cable line from Somtel company in Wardheer Bari to Garowe.	Committee to prevent negative impact of land digging/placing fiber optic communication cables produced report.	#Committee Report	Road Safety	100%	Achieved			X
15	The committee's inspection of the assessment and monitoring of the implementation of the survey report where the Internet cable from the Somatel company will be placed between Garowe and Galkacyo.	Committee to prevent negative impact of land digging/placing fiber optic communication cables produced report.	#Committee Report	Road Safety	100%	Achieved		X	X

Responsibilities	Achieved	Not Achieved	On progress	Grand Total
Road Safety	10	3	2	15
Grand Total	10	3	2	15

Table 17 Road Safety Department Annual Progress Status

Road safety Dep. Activities Progress Chart



Figure 14 Road Safety Department Annual Progress Status Chart

Department Systems

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

No	Department/ Units	System (s) names	Systems Policy/ Manuals	System Building status
1	Road Safety Department	<ul style="list-style-type: none">- Kobo data collection- Road safety and Signs assessment form	<ul style="list-style-type: none">- Road Safety plan	Developed

Table 18 Road Safety Department systems



2.1 Achievements

During the year, the Authority focused on completing the construction of ongoing road projects. It also initiated new projects to meet the increasing demand for road infrastructure. The Authority instituted policy interventions aimed at strengthening internal capacity to implement the strategies. The section below presents performance as per strategic plan objectives.

2.2.1 Development of Roads and Enhancement of Network Capacity and Quality

This strategic objective focused on delivery of strategies to develop Puntland and regional road network, plan and design priority roads & highways, secure right of way for development, enhance highway network planning capacity, strengthen project implementation and management capacity, improve road & highway safety and security; and assess quality of the Puntland roads network.

2.2.1.1 Road Construction Projects

In 2024, the Puntland Highway Authority (PHA) continued to implement road development programmes aimed at enhancing regional connectivity, promoting trade and mobility, and improving access to essential social services. These efforts were aligned with the Authority's broader strategic objective of expanding and upgrading the road network to meet current and future transport demands.

During the reporting period, PHA focused on both the completion of ongoing road construction works and the initiation of new priority projects. The Authority worked closely with regional administrations, technical partners, and contractors to ensure that project timelines, technical standards, and quality expectations were met. Priority was given to road corridors that support economic development, facilitate market access, and strengthen inter-district linkages.

The tables below provide a summary of the road construction projects that were substantially completed as well as those that are currently ongoing as of the end of 2024.

No.	Project Road	Length (KM)	Contract Sum (USD)	Funding
1.	Sheerbi & Dhahar Feeder Road	35 km	546,940.44	Puntland Government
2.	Dhahar & Xingalool Feeder Road	25 km	546,940.44	Puntland Government
3.	Jidlahelay Ufeyn Feeder Road	6 km	171,131	Puntland Government

4	Jidlahelay Feeder Road	9km	162,000	WFP & PHA
5	Kalaale Rigid pavement	0.6km	178,789.99	WFP & PHA
6	Hajikhayr Reconstruction project (4 Cell box culvert, 80m drift and embankment reconstruction and surface dressing	-	260,820.93	Puntland Government
7	Bosaso – Lasadawco 22 Culvert Construction project	113km	548,997	Puntland Government

Table 19: Substantially Completed Projects

Ref.	Project Name/ Activity	Funding/Model	Contract Sum (USD)	Road Length (KM)	% Physical progress to date	Achievements To date
1	Birta dheer – Kalabayr reconstruction project	Puntland Government /Milestone-Based	3,560,000	20	60.03%	10 km completed up to subbase,base, and asphalt concrete (AC)layer, including road marking, and 18 km of diversion road constructed.
2	Berda-Dawaco Reconstruction project	Puntland Government /Milestone - Based	702,221.86	15	66.6	Reconstruction of 15 km of shoulders, construction of 5 concrete pipe culverts, and rehabilitation of 18 existing steelpipes.

Table 20: Status of Ongoing Projects

2.2.1.2 Road Network Planning

i. Traffic Data Management

The Authority routinely undertakes traffic surveys to assess demand along the PHA road network, providing critical information for planning future road expansions and maintenance interventions. In 2024, PHA engineers commenced traffic surveys across the PHA road network. The surveys are still underway and will contribute to the establishment of a comprehensive Traffic Survey Data Management System in the coming years. This system will create a centralized database of traffic data, enabling more effective planning, prioritization, and management of the highway network. During the year, traffic surveys were undertaken on the following road sections:

No.	Road Name	Type of Survey	Survey Method	Status	Remarks
1.	Garoowe - Xaarxaar	Traffic Volume	Manual Counting	Completed	Traffic volume report has been compiled.
2.	Bosaaso – Qardho	Traffic Volume	Manual Counting	Completed	Traffic volume report has been compiled.
3.	Garoowe - Laascaanod	Traffic Volume	Manual Counting	Completed	Traffic volume report has been compiled.
4.	Galkacyo - Galdogob	Traffic Volume	Manual Counting	Completed	Traffic volume report has been compiled.
5.	Kalabayr - Iskushuban	Traffic Volume	Manual Counting	Completed	Traffic volume report has been compiled.

Table 21 Summary of Traffic Survey Activities 2024

ii. Road Inventory and Condition Assessment for Puntland Paved Roads – 2024

The Puntland Highway Authority (PHA) conducted a comprehensive Road Condition Assessment in 2024 covering three major paved road corridors:

- Garowe–Bosaso Road (452 km)
- Garowe–Guumays Road (200 km)
- Garowe–Galkayo Road (230 km)

These roads serve as key regional and economic lifelines, facilitating the movement of goods, services, and people across Puntland. Their condition directly impacts trade, safety, and mobility, making regular assessments essential for proactive maintenance, planning, and investment decision-making.

The 2024 assessment aimed to provide a reliable and up-to-date evaluation of the structural and surface integrity of these roads. It focused on key infrastructure components, including **bridges, culverts, road shoulders, potholes, embankments, and roadside vegetation**. The assessment also supports evidence-based decision-making for infrastructure planning by the Puntland Government, development partners, and potential investors.

Purpose of the Road Condition Assessment

The objectives of the Road Condition Assessment were to:

1. Guide planning and prioritization of maintenance and rehabilitation interventions.
2. Support budget allocation and resource mobilization for road infrastructure projects.
3. Inform government and donor agencies about the current state of critical road corridors.
4. Enhance road user safety by identifying structural and surface defects requiring urgent action.

Scope and Methodology

The assessment included:

1. Physical inspection of all **bridges and culverts** to assess structural integrity;
2. Evaluation of **surface conditions**, such as **potholes, shoulder erosion, and washed embankments**;
3. Review of **vegetation growth** along the corridors, especially where it compromises visibility or safety;
4. Detailed documentation of infrastructure elements requiring **routine maintenance, rehabilitation, or full reconstruction**.

Road Structure Condition Ratings

To determine the maintenance needs of bridges and culverts, PHA applied a condition rating system using five standard categories:

Excellent – No maintenance required; structure is fully functional and in optimal condition.

Very Good / Good – Minor or light maintenance required, such as clearance of vegetation or cleaning of outlets.

Fair – Medium maintenance required, including minor structural repairs or surface correction.

Poor – Heavy maintenance needed to restore basic functionality; may involve structural reinforcement or replacement of components.

Very Poor – Emergency replacement or full rehabilitation is required due to serious structural failure or safety risk.

These ratings were applied consistently across all assessed roads and recorded in detail for each structure. The summary table below outlines the **total number of structures**, their **condition category**, and **recommended interventions**, offering a clear overview of asset health and priority areas for action.

Road Section	Garowe–Bosaso Road (452 km)							
	Bridges	Culverts			Shoulder Erosion (m ²)	Potholes (Count)	Washed Embankments (m ³)	Road Side Vegetation (km)
Total Assessed No.	39	1,063			434,413	1,920	46,736	95
Condition Status	Types							
	Concrete Box	Concrete Pipes	Steel Pipes					
	35	127	901					
Very poor	14	66						

Poor	-	71				
Fair	19	316				
Very Good	6	464				
Excellent	-	146				
Road Section	Garowe–Guumays Road (200 km)					
	Bridges	Culverts	Shoulder Erosion (m ²)	Potholes (Count)	Washed Embankments (m ³)	Road Side Vegetation (km)
Total Assessed No.	17	219	316,522	912	54,216.5	54
Condition Status	Types					
	Concrete Box	Concrete Pipes	Steel Pipes			
	-	-	-			
Very poor	-	-				
Poor	3	6				
Fair	-	43				
Good	14	103				
Excellent	-	67				
Road Section	Garowe–Galkayo Road (230 km)					
	Bridges	Culverts	Shoulder Erosion (m ²)	Potholes (Count)	Washed Embankments (m ³)	Road Side Vegetation (km)
Total Assessed No.	5	172	80,900	1,032	1,767	19
Condition Status	Types					
	Concrete Box	Concrete Pipes	Steel Pipes			
	-	-	-			
Very poor	-	3				
Poor	1	8				
Fair	-	82				
Good	2	35				
Excellent	2	44				

Table 22 Road Condition Assessment Summary Table -2024

2.2.1.3 Project Management

In pursuit of improved service delivery and efficient infrastructure development, the Puntland Highway Authority (PHA) implemented various measures in 2024 to enhance project management practices. These efforts were aligned with the Authority's strategic plan and focused on ensuring that road development projects were executed in accordance with established standards, timelines, and quality benchmarks.

Throughout the year, the Authority emphasized compliance with technical guidelines, risk mitigation, and continuous quality assurance. Project teams conducted regular site inspections, monitored construction progress, and addressed challenges proactively to avoid delays and cost overruns. The Authority also maintained oversight of axle load management to protect road assets from premature damage due to overloading.

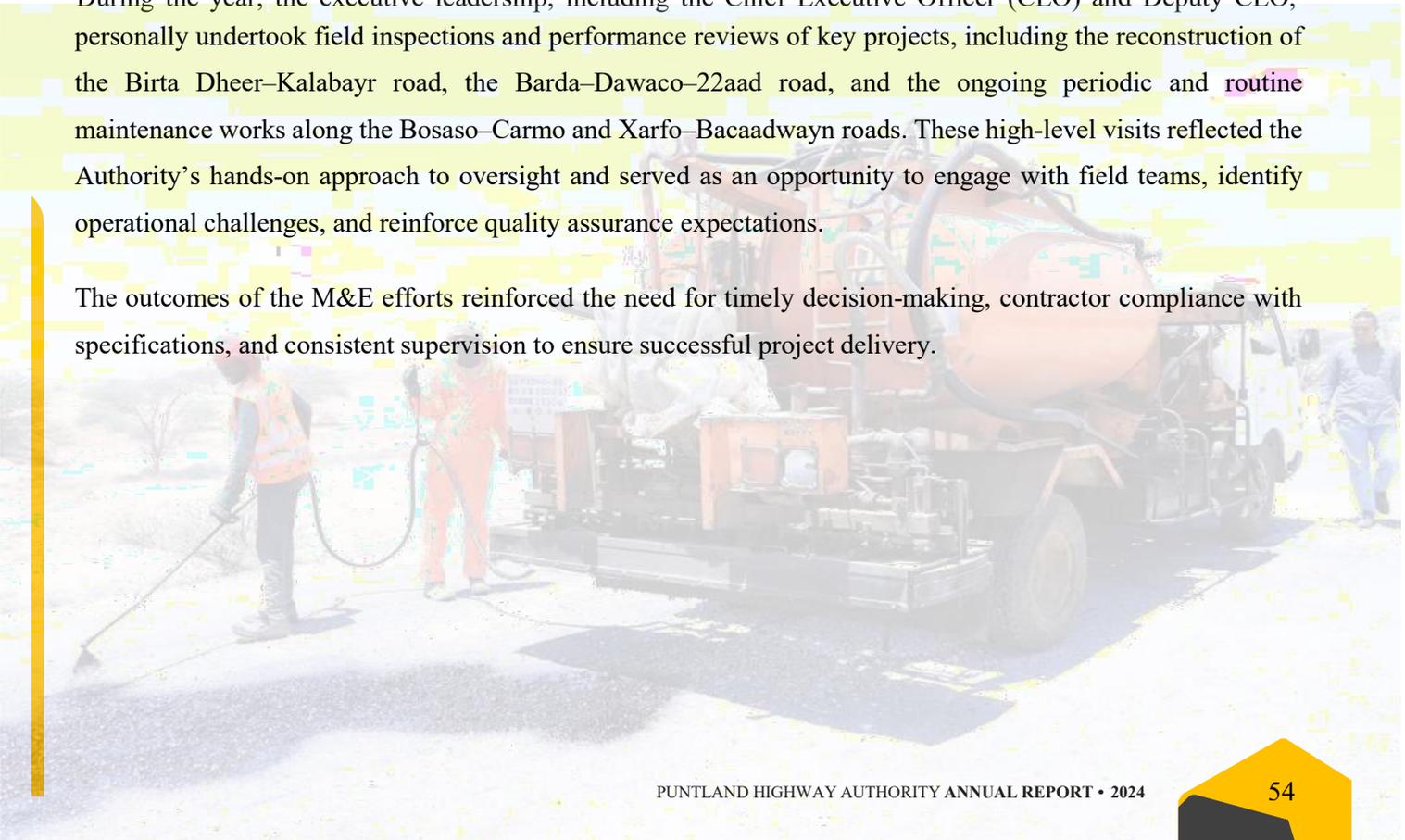
i. Monitoring and Evaluation of Projects

Throughout 2024, the Puntland Highway Authority (PHA) undertook systematic Monitoring and Evaluation (M&E) of ongoing road construction and maintenance projects as part of its commitment to improving project outcomes and ensuring accountability. These exercises were conducted in line with the Authority's strategic plan and served to track implementation progress, evaluate adherence to quality standards, and ensure that the intended objectives of each project were being met.

The M&E activities also provided valuable feedback that informed both the design and execution of projects, enabling mid-course adjustments where necessary. Lessons learned during implementation were carefully documented and are expected to influence future planning, procurement, and project management practices—ultimately improving delivery efficiency and cost-effectiveness.

During the year, the executive leadership, including the Chief Executive Officer (CEO) and Deputy CEO, personally undertook field inspections and performance reviews of key projects, including the reconstruction of the Birta Dheer–Kalabayr road, the Barda–Dawaco–22aad road, and the ongoing periodic and routine maintenance works along the Bosaso–Carmo and Xarfo–Bacaaadwayn roads. These high-level visits reflected the Authority's hands-on approach to oversight and served as an opportunity to engage with field teams, identify operational challenges, and reinforce quality assurance expectations.

The outcomes of the M&E efforts reinforced the need for timely decision-making, contractor compliance with specifications, and consistent supervision to ensure successful project delivery.





The Minister of Public Works and CEO during their visit to Birta-Dheer-Kalabayr rd, inspecting the completed first 10km segment.



The Deputy CEO and Minister of Finance inspecting the reconstruction of the Barda-Dawaco-22aad road.



The CEO is being briefed on the ongoing culvert maintenance work on the Bosaso-Carmo road



The CEO is being briefed on the ongoing maintenance work on the Xarfo-Bacaadwayn road.

2.2.1.4 Preservation of Road Assets

i. Preservation of Quality of Roads

The Authority has tasked the Maintenance and Construction Department to implement measures to ensure the maintenance and preservation of the Puntland Road network. In this regard, the Authority implemented maintenance interventions such as pothole patching, cutting roadside vegetation, shoulder reinstatement, overlays, surface dressing, base and sub-base repairs, reconstruction and rehabilitation. The Authority maintained 86 km of road against the annual target of 86 km. This was delivered through different interventions as presented in the table below.

No.	Project Name	Type of Maintenance Intervention	Target (km)	Achievement (km)
1.	Birtadheer-xaarxaar-Bacaadweyn-Galkacayo	Periodic maintenance	50 km	50 km
2.	Alxamdullilaah-Bosaso	Routine Maintenance	11 km	11 km
3.	Bacaadweyn-Cagaaran	Routine Maintenance	20 km	20 km
4.	Aaga Tuulada Ilma-adeer	Routine Maintenance (Culvert)	-	-
5.	Tuulo ooman-Kalabayr	Routine Maintenance	14 km	14 km
6.	Goolada Kaantaroolka Garowe	Routine Maintenance	1 km	1 km

Table 23: Maintenance Interventions in 2024

ii. Axle load Control

The Puntland Highway Authority (PHA) has continued to prioritize the preservation of its road infrastructure by advancing the enforcement of axle load regulations. While the Puntland Axle Load Regulation had already been established in previous years, 2024 marked a critical step toward its practical implementation.

During the year, the Authority initiated the procurement and acquisition of a modern weighbridge facility to enforce compliance with axle load limits. This infrastructure will allow for systematic monitoring of overloaded vehicles, which are a major contributor to premature pavement failures and increased maintenance costs.

The weighbridge is expected to be fully installed and operational by the first quarter of 2025. Once in service, it will play a pivotal role in protecting road assets, enhancing transport safety, and ensuring the long-term sustainability of the Puntland road network.

2.2.2 Enhancement of Institutional Framework and Capacity

This Strategic objective focused on implementation of measures to enhance the capacity of the Authority in delivery of its mandate. These included Enhancing the Capabilities of the organisation Departments.

2.2.2.1 Enhancing the Capabilities of the Engineering Departments

i. Quality Control Equipment Upgrade

In line with its commitment to improve service delivery and technical capacity, the Puntland Highway Authority (PHA) prioritized the modernization of its engineering departments in 2024. A particular focus was placed on enhancing the capacity of the Materials Testing and Quality Assurance Laboratory, which plays a critical role in ensuring compliance with construction standards and the durability of road infrastructure.

To this end, the Authority undertook a targeted investment in laboratory equipment aimed at strengthening quality control procedures in road construction and maintenance projects. The acquisition of modern testing instruments enables the Authority to conduct accurate and reliable material assessments, thereby supporting better-informed engineering decisions and promoting accountability in project implementation.

The upgraded equipment will enhance internal testing capabilities, reduce reliance on external laboratories, and ensure that construction materials meet national and international standards. The summary of newly acquired equipment is presented in the table below.

No.	Equipment Name	Type of Upgrade or Purchase	Quantity	Purpose/Use	Remarks
1.	Specific gravity frame.	New Purchase	1	Used to determine the specific gravity of aggregates.	Essential for aggregate quality control.
2.	Automatic marshal compactor	New Purchase	1	Used for preparing Marshall test specimens with consistent compaction.	Improves test accuracy and repeatability.
3.	Digital water bath.	New Purchase	1	Maintains precise water temperature during Marshall testing.	Ensures consistent conditioning.
4.	Marshal stability machine	New Purchase	1	Measures the stability and flow of asphalt specimens.	Required for mix design validation.
5.	Vacuum pycnometer.	New Purchase	1	Used to determine the theoretical maximum specific gravity of asphalt mix.	Crucial for volumetric mix analysis

Table 24 Summary of Laboratory Equipment Upgrade

ii. Road Surveying and Designing Equipment Upgrade

As part of its broader institutional strengthening initiatives, the Puntland Highway Authority (PHA) also invested in upgrading its road surveying and design capabilities in 2024. These capabilities are fundamental to the planning and execution of road infrastructure projects, ensuring that road alignments, profiles, and construction layouts meet technical and safety standards.

The Authority procured advanced surveying and design equipment to enhance the efficiency, accuracy, and productivity of its technical teams. The modern tools acquired will significantly improve data collection processes, topographical mapping, and digital design generation. This upgrade is expected to reduce project turnaround times, minimize design errors, and support the delivery of more cost-effective and technically sound road projects.

This strategic investment reflects PHA’s commitment to adopting modern engineering technologies and improving the technical foundations of infrastructure development in Puntland.

No.	Equipment/Software Name	Type of Upgrade or Purchase	Quantity	Purpose/Use	Remarks
1.	Drone	New Purchase	1	Used for aerial surveying, photogrammetry, and topographic data collection.	Enhances field data accuracy and reduces survey time.
2.	Gaming laptop	New Purchase	1	High-performance laptop used for CAD, GIS software, and rendering of design models.	Suitable for processing large design files and 3D visualization.
3.	Geoviewer	Software License	1	Used for viewing and analyzing GIS data, integrating map layers, and geospatial asset tracking.	Supports GIS-based decision-making and planning.
4.	Pix4Dmapper	Software License	1	Converts drone images into georeferenced 2D maps and 3D models for planning and design.	Enhances aerial data processing and 3D modeling capacity.

Table 25: Summary of Surveying and Designing Equipment Upgrade

2.2.3 Stakeholder Engagement

The Puntland Highway Authority (PHA) recognizes that inclusive stakeholder engagement is essential to the successful planning, execution, and sustainability of infrastructure projects. In 2024, the Authority deepened its commitment to working closely with a wide range of stakeholders—including beneficiary communities, government institutions, development partners, and regional bodies—to ensure that all interventions align with local needs and strategic priorities.

Throughout the year, PHA ensured that stakeholders were involved at every stage of the project lifecycle—from identification and planning to implementation and monitoring. This participatory approach fostered a sense of shared ownership and helped promote transparency, accountability, and long-term community support for road development initiatives.

2.2.3.1 Planning to Host of 1st Annual Road Development Conference in Puntland

As part of its efforts to expand dialogue and coordination within the road infrastructure sector, the Authority initiated preparations to host the first-ever Annual Road Development Conference in Puntland, scheduled for early 2025. The event is expected to bring together key stakeholders—including government agencies,

development partners, private sector actors, and civil society—to discuss road infrastructure priorities, share best practices, and explore opportunities for investment and innovation.

PHA has committed to fully sponsor and coordinate the event, which will serve as a platform for fostering collaboration, reviewing sector progress, and aligning infrastructure development with broader economic and policy goals.

2.2.3.2 Development Partners

In 2024, the Puntland Highway Authority continued to cultivate strong relationships with development partners as part of its broader strategy to leverage external expertise and financing to advance its mandate. One of the key partnerships during the year was with the World Food Programme (WFP), under which two infrastructure projects were successfully implemented:

- Jidlahelay Feeder Road (9 km) – Completed within schedule and budget at a cost of USD 162,000.
- Kalaale Rigid Pavement (0.6 km) – Executed effectively at a cost of USD 178,789.99.

Both projects were delivered within their allocated timelines and budgets, showcasing the Authority's capacity to coordinate and execute collaborative infrastructure initiatives. These achievements not only highlight the operational efficiency of PHA but also strengthen its credibility as a trusted partner in infrastructure development.

2.2.3.3 Capacity Building

In line with its mandate to foster local expertise and strengthen the professional engineering workforce in Puntland, the Authority implemented targeted capacity building initiatives in 2024. One of the key interventions was the facilitation of internship programmes for over 30 students from local universities, primarily in engineering and technical disciplines.



Students receiving hands-on training in drone-based surveying techniques under PHA's 2024 capacity building program



Instructor explaining surveying concepts during a classroom theory session



Practical session on using Auto Level and Prism tools for manual land surveying.



Demonstration of setting up RTK (Real-Time Kinematic) surveying equipment for accurate field data collection



Participants introduced to materials testing systems and manuals as part of the engineering skills development



Practical application of the Rebound Hammer Test for assessing concrete surface hardness during training

These internships provided practical, hands-on experience within the Authority's various departments, offering students exposure to real-world road design, construction supervision, materials testing, and project management. This initiative also served to enhance the link between academic training and industry requirements, contributing to the development of industry-ready graduates.

Additionally, the Authority engaged with local universities to explore long-term collaborations aimed at curriculum alignment, research partnerships, and joint technical workshops—ensuring that graduates are equipped with the knowledge and skills necessary to support infrastructure development across Puntland.

2.2.3.4 Research and Innovation

Research and innovation are central to the Puntland Highway Authority's vision of a modern, efficient, and resilient road infrastructure system. In 2024, the Authority reaffirmed its commitment to staying at the forefront of technological advancements and industry best practices by laying the groundwork for a more structured approach to innovation.

By embracing emerging technologies, new construction methodologies, and data-driven insights, the Authority aims to enhance the design, construction, maintenance, and management of the regional road network. Innovative practices not only improve operational efficiency and reduce costs but also help address environmental and safety challenges.

Recognizing the strategic value of institutionalized research, the Authority has initiated plans to establish a dedicated Research and Innovation Unit within its organizational structure in 2025. This unit will serve as a focal point for knowledge generation, applied research, and experimentation with new materials and digital tools relevant to road development.

Moreover, the establishment of this unit is expected to support and sustain initiatives such as the Annual Road Development Conference and other knowledge-sharing platforms. It will also strengthen collaboration with academic institutions, technical experts, and regional partners—ensuring that the Authority continuously evolves and adapts in a rapidly changing infrastructure landscape.

2.2.4 Leadership and Governance

Strong leadership and sound governance are critical pillars in ensuring that the Puntland Highway Authority (PHA) delivers on its mandate effectively and transparently. In 2024, the Authority reinforced its leadership structure and governance systems to improve decision-making, enhance accountability, and ensure compliance with internal controls and regulatory requirements. Through regular oversight, structured audits, and strategic management meetings, the Authority ensured that its operations were guided by principles of integrity, professionalism, and institutional accountability.

2.2.4.1 Internal controls

The internal audit function played a key role in strengthening financial discipline and compliance across the Authority. In 2024, several routine audit assignments, special audits, and quarterly follow-up reviews were conducted across departments and project sites. These audits aimed to evaluate risk exposure, verify compliance with procedures, and improve internal control mechanisms.

Notably, the Authority demonstrated strong responsiveness by promptly addressing and resolving all audit recommendations, reinforcing its commitment to transparency and operational integrity.

2.2.4.2 Board and Executive Oversight

In 2024, the Puntland Highway Authority (PHA) benefited from active and structured oversight by both its Board of Directors and Executive Management. This governance framework played a critical role in guiding the organization's strategic direction, ensuring accountability, and facilitating effective decision-making across all operational areas.

The Board of Directors fulfilled its fiduciary responsibilities through regular meetings focused on key areas such as policy formulation, budget approval, project performance review, and institutional development. In addition

to its governance duties, the Board conducted site inspections and engaged with staff to monitor project implementation and address human resource and organizational matters.

At the executive level, the Chief Executive Officer (CEO) and Deputy CEO held periodic management meetings to provide leadership on day-to-day operations. These meetings focused on reviewing and endorsing internal policies and operational manuals, overseeing project and departmental performance, resolving staffing issues, managing physical and financial assets, and strengthening contract management procedures.

Through this coordinated oversight structure, the Authority ensured alignment between strategic goals and operational execution, while fostering transparency, efficiency, and organizational growth.



Weekly executive meeting at PHA providing strategic guidance and leadership on day-to-day operations



PHA leadership overseeing project progress and departmental performance in a dedicated review meeting.

2.2.5 Technical, Operational and Performance Challenges

In the course of implementing its 2024 work plan, the Puntland Highway Authority (PHA) encountered several technical, operational, and performance-related challenges that affected the efficiency and timeliness of project delivery. These challenges were identified through internal assessments, monitoring and evaluation activities, and stakeholder consultations.

Despite these setbacks, the Authority remained committed to learning from these experiences and initiated corrective measures aimed at improving institutional resilience, operational efficiency, and long-term project planning. Key cross-cutting challenges included the following:

i. Insufficient Funding

One of the most persistent challenges experienced by the Authority was inadequate financial resources to meet the growing demands of road infrastructure development and maintenance. While funding allocations supported the execution of priority projects, the available resources were insufficient to fully cover the backlog of road rehabilitation needs, implement large-scale upgrades, or expand into underserved regions.

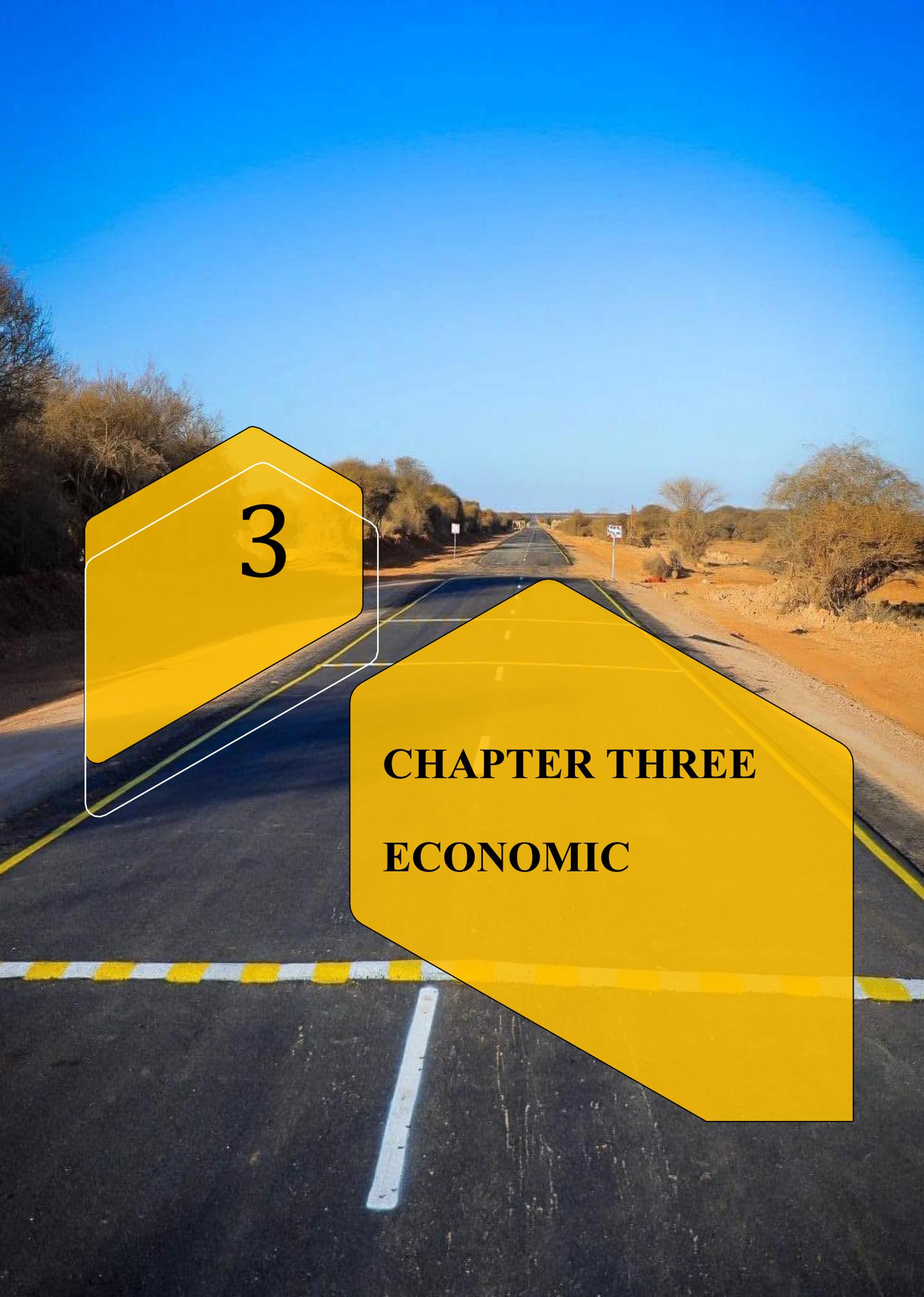
This financial constraint often led to delayed contractor payments, suspension of ongoing works, and rescheduling of key procurement activities. As a mitigation measure, the Authority prioritized projects based on strategic importance and explored avenues to strengthen collaboration with development partners, as well as advocating for increased budgetary support from government institutions. The Authority is also working to develop a resource mobilization strategy to reduce reliance on a limited funding base.

ii. Climate Change and Environmental Impact

The Authority also faced growing challenges linked to climate change and adverse environmental conditions, which disrupted project timelines and threatened the sustainability of completed infrastructure. Prolonged dry spells, flash floods, and soil erosion in certain project corridors led to unexpected delays, structural damage, and increased maintenance needs.

These environmental disruptions highlighted the need for climate-resilient road designs, improved drainage systems, and better integration of environmental risk assessments into early planning phases. In response, the Authority began incorporating environmental sustainability considerations more deliberately into its project appraisal and design processes. Future planning will increasingly focus on resilient infrastructure capable of withstanding the effects of climate variability and extreme weather conditions.





3

CHAPTER THREE
ECONOMIC

3.1 Overview

The Puntland Highway Authority (PHA) recognizes that road infrastructure is not only a catalyst for physical connectivity but also a driver of socio-economic transformation. While formal economic impact studies have not yet been institutionalized, early outcomes from implemented projects indicate meaningful improvements in community mobility, local employment, and social access. This chapter outlines key economic and social benefits observed during 2024 as a result of ongoing and completed road development projects.

3.2 Accessibility



The rehabilitation of the Jidlahelay feeder road in Ufeyn and the Kalaale feeder road in Gargoore has substantially enhanced regional connectivity within the Bari region. Previously isolated mountainous areas in Ufeyn and remote grazing zones in Gargoore are now accessible throughout the year. The improved road linkages have opened up travel routes from Bosaso to inland communities, facilitating the smooth movement of both people and goods.

In Gargoore, the road now connects the port city of Bosaso with the Ras-Asayr region, creating a reliable route for the transportation of livestock, marine resources, frankincense, and agricultural products. In Ufeyn, the road traverses challenging mountainous terrain and links remote villages like Maamulen with vital services and markets. These improvements have reduced travel times, provided easier access to essential services such as healthcare and education, and strengthened trade corridors for agricultural and livestock-based economies.



3.3 Job Creation

The two projects generated significant employment opportunities, engaging a total of 1,100 community members in construction activities, of whom 330 were women. The workforce was involved in critical tasks such as excavation, rock removal, retaining wall construction, and site clearing. This direct employment not only boosted household incomes in Ufeyn and Gargoore but also played a role in reducing unemployment, particularly among women and youth.

Moreover, the projects contributed to skill development in road construction and maintenance, equipping participants with valuable experience in the use of tools and techniques. The influx of workers and wages into the local economy stimulated microeconomic activities, with increased transactions observed among small traders, transporters, and food vendors supporting the construction sites.



Awareness session with local residents on project participation and roles in Gargoore.



Local workers constructing the rigid pavement section of the Kalaale feeder road.

3.4 Social Benefits

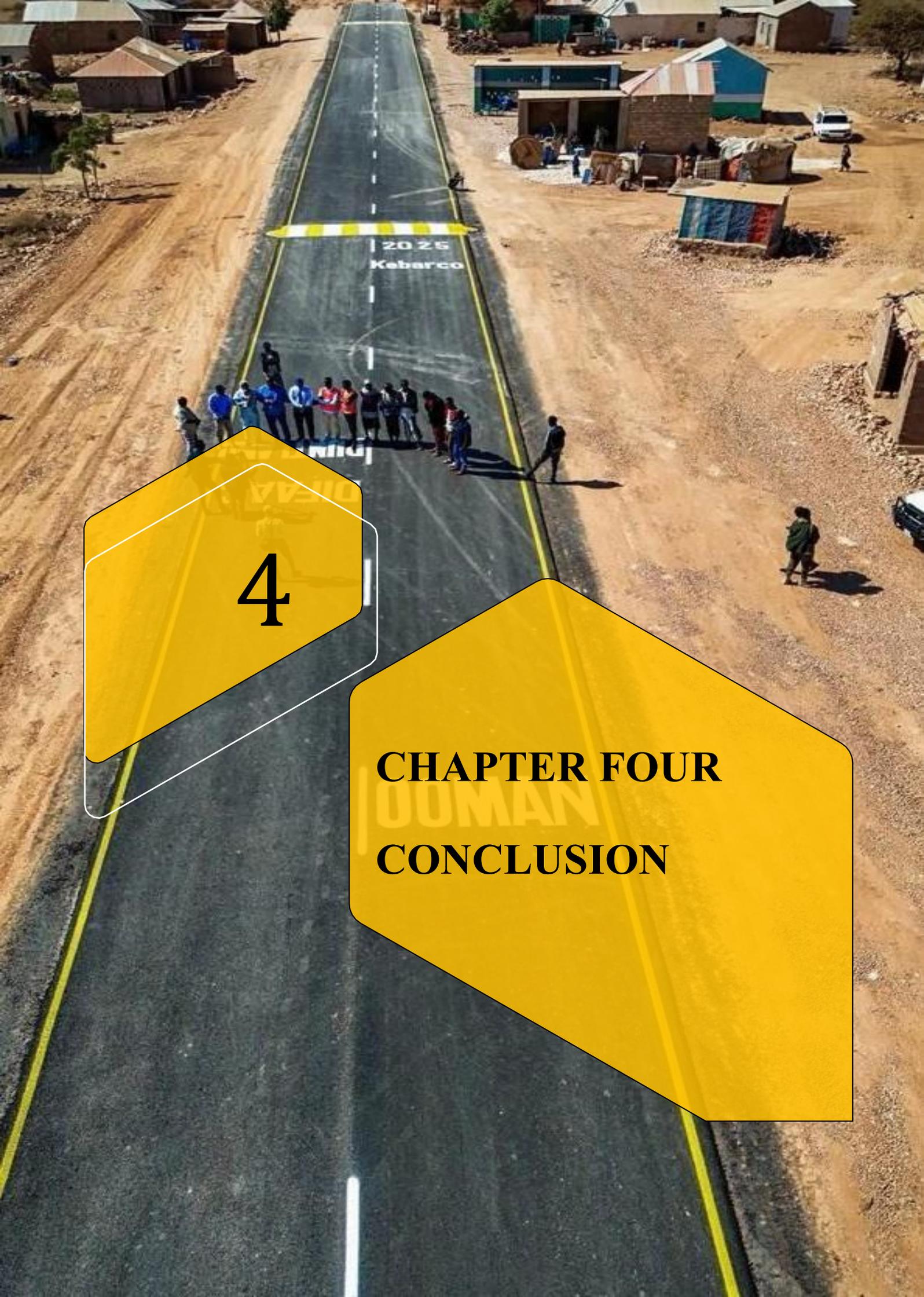
The Jidlahelay and Kalaale feeder roads have contributed to notable social transformation within their respective communities. Enhanced mobility has improved access to public services, reduced the isolation of remote settlements, and encouraged stronger community integration.

In Gargoore, the road facilitates safer and faster travel for women and girls to reach markets, schools, and health facilities. It has also improved connectivity to other coastal districts such as Hafun and Bargal, fostering increased interaction and exchange between communities. In Ufeyn, the improved road network connects previously inaccessible mountain villages to the broader district, enabling better access to relief assistance and strengthening community resilience.

The projects also promoted gender inclusion by empowering women to take leadership roles within the project committees. This active involvement of women has contributed to enhanced community participation in local

decision-making processes. Overall, the rehabilitated roads have advanced emergency response capabilities, encouraged school attendance, improved literacy rates, and supported broader community development across the project areas.





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**CHAPTER FOUR
CONCLUSION**

The 2024 Annual Report marks the final year of implementation for the Puntland Highway Authority's 2022–2024 Strategic Plan. It reflects the Authority's sustained efforts to improve road infrastructure, institutional performance, and service delivery across the Puntland State.

Despite operational challenges—including budget constraints, climate disruptions, and technical limitations—PHA achieved remarkable progress. Out of 178 strategic activities planned for the year, 80 percent were completed, 9 percent were in progress, and only 11 percent remained unachieved. These figures underscore the Authority's commitment to execution and adaptability.

During the year, PHA delivered a range of accomplishments. Critical road works such as the Xaaji Khayr (4 cell box culvert, 80m drift and embankment reconstruction and surface dressing) and Bosaso–Lasadawaco (22 culvert construction) projects were completed, contributing to improved connectivity and accessibility. The Authority also enhanced its monitoring and evaluation systems, which strengthened transparency and departmental accountability. Engagement with stakeholders, including public institutions, development partners, and the private sector, expanded significantly. In addition, meaningful progress was made in areas such as road safety, quality control, and project planning frameworks.

The experiences of 2024 provided valuable insights that will inform the upcoming strategic planning phase. Strengthening institutional capacity, integrating climate-resilient infrastructure solutions, and expanding public–private partnerships will be central to the Authority's 2025–2029 roadmap.

Looking ahead, the Puntland Highway Authority remains committed to delivering inclusive, sustainable, and high-impact road infrastructure that advances Puntland's socio-economic development goals.





Address: Garowe-Puntland-Somalia

Email: info@pha.pl.so

Website: pha.pl.so Facebook:

Puntland Highway Authority

PHA Twitter: [@PhaPuntland](https://twitter.com/PhaPuntland)

Contact Number: 05844123