



Puntland State of Somalia

PUNTLAND DEVELOPMENT PLAN - 4

INCLUSIVE GOVERNANCE, RESILIENT, AND PROSPEROUS
PUNTLAND



2026 - 2030

**MINISTRY OF PLANNING,
ECONOMIC
DEVELOPMENT AND
INTERNATIONAL
COOPERATION**

JAN, 2026

PUNTLAND DEVELOPMENT PLAN-4
**INCLUSIVE GOVERNANCE, RESILIENT AND PROSPEROUS
PUNTLAND**



PUNTLAND STATE OF SOMALIA



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PRESIDENT'S FOREWORD

It is with great honor and a profound sense of responsibility that I present the Puntland Development Plan-4 (PDP-4) for the period 2026–2030. This Plan embodies our collective aspiration to build a peaceful, stable, and prosperous Puntland that offers opportunity, dignity, and security to all citizens. It is more than a policy framework; it is a national social contract shaped directly by the voices, priorities, and aspirations of our people.

From the outset, we committed to ensuring that this Plan would be developed through broad participation and genuine statewide ownership. I am pleased to affirm that this commitment has been fully realized. The consultative process reached every region and district and engaged all segments of our society.

I extend my sincere appreciation to the Ministry of Planning, Economic Development and International Cooperation for its exemplary leadership, technical excellence, and unwavering commitment in coordinating an inclusive, transparent, and innovative planning process. Their efforts—supported by communities, local governments, line ministries, civil society organizations, women and youth groups, the private sector, and development partners—have produced a development plan that is firmly grounded in reality and responsive to community needs.

PDP-4 provides a clear and strategic roadmap for strengthening institutions, accelerating economic growth, and improving the quality of life for our citizens. As President of the Puntland State of Somalia, I reaffirm my full commitment to ensuring that the Government delivers on the priorities outlined in this Plan. We will advance reforms in the judiciary and the rule of law, strengthen accountability mechanisms, enhance transparency across public institutions, and ensure that every ministry and agency is held responsible for achieving measurable and meaningful results.

Education is the foundation of a prosperous and resilient society. To ensure equitable access for all children, PDP-4 embraces a key policy initiative to pilot publicly funded primary schools in remote and low-income communities. No child should be denied the right to education due to geography or poverty. In parallel, we will expand technical and vocational education and training (TVET) to build a skilled, competitive workforce capable of driving economic transformation and innovation.

The Economic Development Pillar—anchored in building a sustainable, diversified, and resilient economy—stands at the core of PDP-4. We will promote value addition across productive sectors, strengthen local production, support private-sector-led growth, and create meaningful employment opportunities, particularly for youth and women. Expanding access to energy is central to this agenda, and we will prioritize investment in affordable, reliable, and sustainable power for households and businesses. Our ambition is to foster an economy that reduces poverty, enhances food security, improves overall well-being, and protects the environment for future generations.

We are equally committed to strengthening resilience and adapting to recurrent climatic shocks. This includes promoting climate-smart agriculture, safeguarding natural resources, stabilizing sand dunes, restoring rangelands, protecting marine ecosystems, and ensuring responsible environmental management. Building resilience is not optional; it is essential to the long-term stability, sustainability, and prosperity of our society.

Financing the PDP-4 agenda requires blindered, disciplined, innovative, and transparent approaches to resource mobilization. The Government will establish and institutionalize the Puntland Development Fund as a multi-window financing mechanism to secure adequate, predictable, and well-coordinated resources for Plan implementation. We will strengthen domestic revenue mobilization, enhance public financial management, and expand partnerships with private investors through public–private financing models, particularly in priority sectors such as renewable energy and physical infrastructure.

A key reform guiding PDP-4 implementation is the Government’s adoption of Program-Based Budgeting. This approach will align public expenditures with priority programs, improve efficiency, and strengthen accountability for results. Under this framework, my government will increase allocations to essential social services, with particular emphasis on education, health, water, and social protection.

The success of PDP-4 ultimately depends on collective commitment and shared responsibility. I call upon all Puntlanders—public servants, youth, women, the private sector, civil society, and our development partners—to unite in advancing the vision set forth in this Plan. Together, we will build strong institutions, empower our people, and deliver meaningful and lasting development for present and future generations.


H.E. Said Abdullahi Deni
President of the Puntland State of Somalia



The seal is circular with a blue border. The outer ring contains the text 'Office of the President' at the top and 'Puntland State of Somalia' at the bottom, separated by two stars. The inner circle features the national emblem of Somalia, which includes a shield with a tree and a banner, topped with a crown. Above the emblem, the Somali text 'ولاية پونتلاند الصومالية' and 'مكتب الرئيس' is written in a semi-circle.



MINISTER'S FOREWORD

It is my distinct honor to present the Puntland Fourth Five-Year Development Plan (PDP-4) 2026–2030, which serves as a strategic blueprint for building a peaceful, prosperous, and resilient Puntland. This Plan embodies the collective aspirations of our people and reflects the shared commitment of institutions across all levels of government to advancing inclusive and sustainable development. I extend my sincere appreciation to the Ministry of Planning, Economic Development, and International Cooperation (MoPEDIC) team—particularly the State Minister, Hon. Farah Osman; the Vice Minister, Hon. Mohamed Hassan Ibrahim; the Director General, Mr. Abdulkadir A. Farah; departmental directors; and all staff—for their steadfast commitment, professionalism, and teamwork throughout the preparation of this Plan

I also convey my heartfelt gratitude to the PDP-4 Preparation Technical Team, led by Mr. Abdifitah M. Abdullahi Beyle, for their dedication, technical rigor, and exemplary leadership. I further acknowledge the valuable contributions of sector ministries, government agencies, local authorities, communities, the private sector, civil society organizations, academic institutions, and development partners, whose engagement and insights were instrumental in shaping a Plan that is both context-responsive and forward-looking.

PDP-4 represents a significant departure from previous development plans by serving as a genuine social contract, shaped through broad societal participation and firmly grounded in citizens' priorities. The Plan is underpinned by a strengthened results-based framework, a clear and coherent Theory of Change, well-defined strategic priorities, and deeper integration of cross-cutting issues. It is also strongly aligned with national and global development commitments, including the Sustainable Development Goals (SDGs).

The formulation of PDP-4 followed a rigorous, inclusive, and evidence-based process, which included:

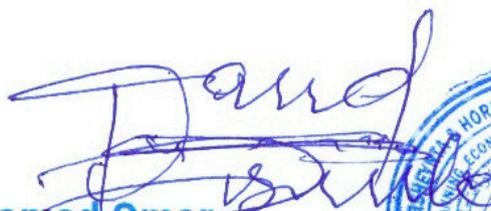
- Participatory, bottom-up consultations conducted across all districts with elected councils in Puntland.
- Sector-specific technical analyses and thematic working group sessions with ministries and government agencies.
- Comprehensive desk reviews drawing on state-wide statistics, surveys, administrative data, and relevant global development frameworks.
- Multi-stakeholder engagement forums involving local governments, women and youth groups, private-sector actors, and civil society organizations.
- Validation workshops and policy dialogues to ensure coherence, accuracy, and broad ownership of the final Plan; and
- Close coordination with development partners to align priorities and ensure complementarity with ongoing and planned initiatives.

At the core of PDP-4 is the ambition to build a sustainable, diversified, and resilient economy, driven by productive sectors, robust infrastructure, and skilled human capital. This economic transformation is intended to generate employment, promote local production, enhance food security, foster inclusive growth, reduce poverty, and safeguard environmental sustainability. The Economic Development Pillar serves as the primary driver of this vision, supported by complementary investments in governance, social development, and environmental resilience.

Implementation of PDP-4 will be guided by a structured and results-oriented roadmap, anchored in:

1. Strengthened institutional coordination across all tiers of government.
2. Annual planning and budgeting processes aligned with PDP-4 priorities.
3. Robust monitoring, evaluation, and reporting systems to track progress and results.
4. Strong and sustained partnerships with the private sector and development partners; and Continuous community engagement to ensure ownership and accountability throughout the implementation cycle.

The Ministry of Planning, Economic Development, and International Cooperation remains fully committed to leading and coordinating the effective implementation of PDP-4, translating this strategic framework into tangible improvements in governance, the rule of law, service delivery, economic opportunity, and overall social well-being. I invite all stakeholders to join us in realizing this shared vision and in working collectively to ensure a stable, resilient, and prosperous Puntland for current and future generations.



Hon. Daud Mohamed Omar
Minister of Planning, Economic Development and International Cooperation,
Puntland State of Somalia

ACKNOWLEDGMENTS

The Ministry of Planning, Economic Development and International Cooperation extends its sincere appreciation to all individuals and institutions who contributed to the formulation of the Puntland Fourth Five-Year Development Plan (PDP-4). This Plan reflects a shared vision, collective expertise, and strong commitment from institutions and stakeholders across Puntland, whose engagement and insights were essential in shaping a development agenda grounded in common priorities and aspirations.

Special recognition is extended to the PDP-4 Technical Team, whose professionalism, dedication, and technical rigor were instrumental in shaping this context-responsive development agenda. We particularly acknowledge the exemplary leadership of the Technical Coordinator, **Mr. Abdifitah M. Abdullahi Beyle**, whose strategic guidance, discipline, and clarity steered the entire planning process.

We also sincerely recognize the valuable contributions of the pillar lead technical experts, whose analytical depth and sectoral expertise ensured the coherence, quality, and robustness of the Plan:

- **Mr. Abdikarim Haji Abdi Buh**, Lead Consultant, Inclusive Politics and Good Governance Pillar.
- **Mr. Mohamed Yusuf Ali**, Lead Consultant, Equity in Justice and Security Reform Pillar.
- **Mr. Abdulkadir Yasin Hassan (Igal)**, Lead Consultant, Economic Development Pillar.
- **Mr. Abdihakim Farah Aroush and Dr. Adam A. Mohamed (Faradhuub)**, Lead Consultants, Human Capital and Social Development Pillar.
- **Mr. Abdirazak M. Mohamoud (Salal)**, Lead Consultant, Climate Action and Environmental Sustainability Pillar.

We further extend our deep appreciation to the technical team of the Planning Department within the Ministry of Planning, whose sustained engagement and substantive technical contributions were critical throughout all stages of the PDP-4 formulation process. In particular, we acknowledge the contributions of **Mr. Osman Ali Abdirahman**, Director of the Planning Department; **Ms. Farhiya Jama Nur**, Head of Intergovernmental Planning Coordination; **Mr. Zakariye Abdullahi Mohamed**, Head of Economic Policy Planning; and **Mr. Mohamed Ise Yusuf**, Senior Technical Advisor, for their consistent analytical support, technical expertise, and coordination provided throughout the development of this document.

We also equally grateful to the Planning Directors of the various government ministries and agencies who served as members of the pillar-level technical working groups. Their engagement—ranging from facilitating district-level consultations to leading ministerial and pillar-level deliberations, as well as supporting review and validation sessions—was instrumental in ensuring that the Plan is firmly grounded in local realities and aligned with institutional priorities.

We express our sincere appreciation to the international partners whose financial and technical contributions made the formulation of the Puntland Fourth Five-Year Development Plan (PDP-4) possible. In particular, we gratefully acknowledge the support of the European Union–Somalia, with special recognition of the Technical Assistance and Partnership Facilitation (TAPF) Office, led by **Mr. Steven Hind**, Team Leader. We extend our thanks to his team—especially **Mr. Mohamed Farah Dahir** and **Dr. Jama Haji Warsame**, TAPF Coordinator in Puntland—for their sustained engagement, financial facilitation, and strong commitment to strengthening the planning process.

We are equally grateful to the UNDP Puntland Office, led by **Mr. Muse Duale**, Head of the UNDP Area Office, for its continued partnership. We also acknowledge the valuable technical and editorial review provided by UNDP consultants especially **Adrian Cullis**, whose contributions significantly enhanced the quality, coherence, and clarity of this Development Plan. Our appreciation is further extended to the Somali Stability Fund for its support.

Finally, we extend our sincere appreciation to all other stakeholders who contributed to the development of this framework, including representatives from government ministries, local governments, communities, the private sector, academia, and international development partners. Their context-informed perspectives, sectoral expertise, and needs-based insights substantially enriched the substance, credibility, and strategic direction of PDP-4.

This collective effort has resulted in a comprehensive, evidence-based, and forward-looking development plan that reflects the aspirations of the people of Puntland and embodies our shared commitment to building a peaceful, resilient, and prosperous state.

EXECUTIVE SUMMARY

The Puntland Fourth Five-Year Development Plan (PDP-4) articulates the State's medium-term development agenda for the period 2026–2030. It provides a unified and coherent strategic framework to guide public policy, investment decisions, institutional reforms, and development cooperation, with the overarching objective of advancing inclusive economic growth, social equity, institutional effectiveness, and resilience. PDP-4 represents a significant evolution in Puntland's development planning, drawing on lessons learned from previous plans and shaped through an inclusive, participatory, and evidence-based process.

The formulation of PDP-4 was underpinned by extensive consultations conducted across all regions and districts of Puntland. These consultations engaged communities, local governments, sector ministries, civil society organizations, private-sector actors, women's and youth groups, academic institutions, and development partners. As a result, the Plan reflects citizens' priorities and aspirations and serves as a social contract between the Government and the people, defining shared responsibilities, measurable results, and mutual accountability.

The overarching vision of PDP-4 is to build a secure, prosperous, and climate-resilient Puntland through sustainable investment in productive sectors and enabling infrastructure—spanning human capital, transport, energy, and a supportive business environment. This approach aims to drive inclusive growth, enhance citizen well-being, and safeguard ecosystem sustainability. To realize this vision, PDP-4 is structured around five interrelated and mutually reinforcing pillars: (i) Inclusive Politics and Good Governance; (ii) Equity in Justice and Security Reform; (iii) Economic Development; (iv) Social and Human Capital Development; and (v) Climate Action and Environmental Sustainability. Together, these pillars provide an integrated framework for achieving sustainable development, stability, and prosperity over the Plan period.

The first pillar, **Inclusive Politics and Good Governance**, focuses on strengthening governance systems to ensure that public institutions are inclusive, transparent, accountable, and responsive. PDP-4 emphasizes the consolidation of democratic practices, enhanced citizen participation, and the empowerment of local governments to improve service delivery. Key strategic directions include strengthening democratization through harmonized legal frameworks, inclusive political dialogue, and capable electoral institutions; empowering oversight and anti-corruption bodies; expanding civic education to promote participatory governance; improving civil service performance; reinforcing intergovernmental coordination; and institutionalizing accountability mechanisms. Gender equality, youth engagement, and citizen participation in policy formulation, planning, and monitoring are prioritized throughout. In the short term, these reforms are expected to increase citizen awareness and engagement; in the medium term, they will foster more inclusive and responsive governance; and in the long term, they will establish sustainable governance systems that enable progress across all other development pillars.

The second pillar, **Equity in Justice and Security Reform**, aims to establish fair, accountable, and effective justice and security systems. Puntland continues to face challenges arising from fragmented institutional arrangements, regulatory gaps, inadequate infrastructure, persistent insecurity, and low public trust, all of which constrain access to justice and local stability. PDP-4 prioritizes the professionalization of security institutions, enhanced coordination among security actors, and the promotion of community-based approaches to safety and conflict prevention. The Plan also emphasizes expanding access to justice through strengthened courts, improved legal frameworks, and targeted services for vulnerable populations. These interventions are designed to deliver immediate improvements in access to justice and public confidence, medium-term gains in institutional accountability and impartiality, and long-term establishment of equitable justice and security systems that reinforce the rule of law, social cohesion, and citizen safety.

The third pillar, **Economic Development**, targets inclusive, resilient, and sustainable economic growth. Puntland faces significant constraints, including a narrow and stagnant economic base, a large trade deficit, high levels of poverty and unemployment, limited fiscal space, inequitable access to finance and markets, energy deficits, and underdeveloped infrastructure. PDP-4 addresses these challenges by prioritizing economic diversification and value addition across key sectors such as livestock, fisheries, agriculture, energy, trade, and light manufacturing. The Plan emphasizes strengthening local production, improving market access, enhancing domestic resource mobilization, expanding infrastructure and energy connectivity, and supporting small and medium-sized enterprises (SMEs) and entrepreneurship. It also promotes equitable economic participation and a conducive environment for private-sector-led growth. In the short term, these measures are expected to expand employment opportunities and market access; in the medium term, they will foster inclusive growth and a more dynamic private sector; and in the long term, they will establish a sustainable and resilient economy that benefits all segments of society.

The fourth pillar, **Social and Human Capital Development**, addresses critical challenges in health, education, and youth empowerment. Puntland continues to experience limited access to quality education and healthcare, high youth unemployment, and persistent gender disparities. Strategic interventions include increasing public investment in social sectors; expanding access to primary, secondary, and technical and vocational education; strengthening skills development and employability; enhancing health systems and referral services; improving water, sanitation, and hygiene (WASH) coverage and sustainability; and expanding social protection programs. In the short term, these interventions are expected to improve literacy, health outcomes, and workforce skills. Medium-term results include a stronger and more productive human capital base and reduced social inequalities. Over the long term, these investments will improve living standards and build the human capital necessary to drive sustainable development and resilience across Puntland.

The fifth pillar, **Climate Action and Environmental Sustainability**, focuses on strengthening resilience to climate change and protecting natural resources. Puntland faces acute environmental challenges, including land degradation, water scarcity, and vulnerability to climate-related shocks, compounded by limited adoption of renewable energy. PDP-4 outlines strategic interventions such as reforestation, soil and water conservation, promotion of renewable energy, sustainable agricultural practices, and climate adaptation and disaster risk reduction initiatives. These measures are expected to generate short-term improvements in natural resource management and community awareness, medium-term reductions in environmental degradation and enhanced resilience, and long-term outcomes characterized by sustainable, climate-resilient development that safeguards livelihoods and ecosystems.

Cross-cutting priorities are mainstreamed across all pillars to ensure inclusive, resilient, and sustainable outcomes. PDP-4 systematically integrates gender equality, youth empowerment, climate change adaptation, environmental sustainability, disaster risk management, and human rights into sector strategies and implementation frameworks.

A critical component of PDP-4 is its **framework for Costing, Financing, Risk Management, and Monitoring and Evaluation (M&E)**. The Plan provides detailed cost estimates for each pillar to ensure financial feasibility and sustainability. It establishes the Puntland Development Fund (PDF) as a central mechanism to mobilize and coordinate resources, enhance transparency, and improve alignment with strategic priorities. PDP-4 promotes blended financing by combining domestic revenues, private-sector investment, and targeted development partner support, while adopting Program-Based Budgeting to strengthen the link between planning, budgeting, and performance. Comprehensive risk management measures are embedded throughout the Plan to address economic, political, social, and environmental uncertainties. A robust M&E framework supports systematic tracking of progress, outcome assessment, accountability, adaptive management, and continuous learning.

The five pillars of PDP-4 are mutually reinforcing and collectively constitute a coherent Theory of Change. Inclusive governance enables effective justice, security, and economic reforms; equitable justice and security systems strengthen social cohesion; economic growth enhances livelihoods and human capital; and climate action ensures the sustainability of development gains. Together, PDP-4 envisions a Puntland where participatory governance, equitable institutions, economic opportunity, empowered citizens, and resilient ecosystems converge to deliver a secure, prosperous, and sustainable future for all.

ABBREVIATIONS

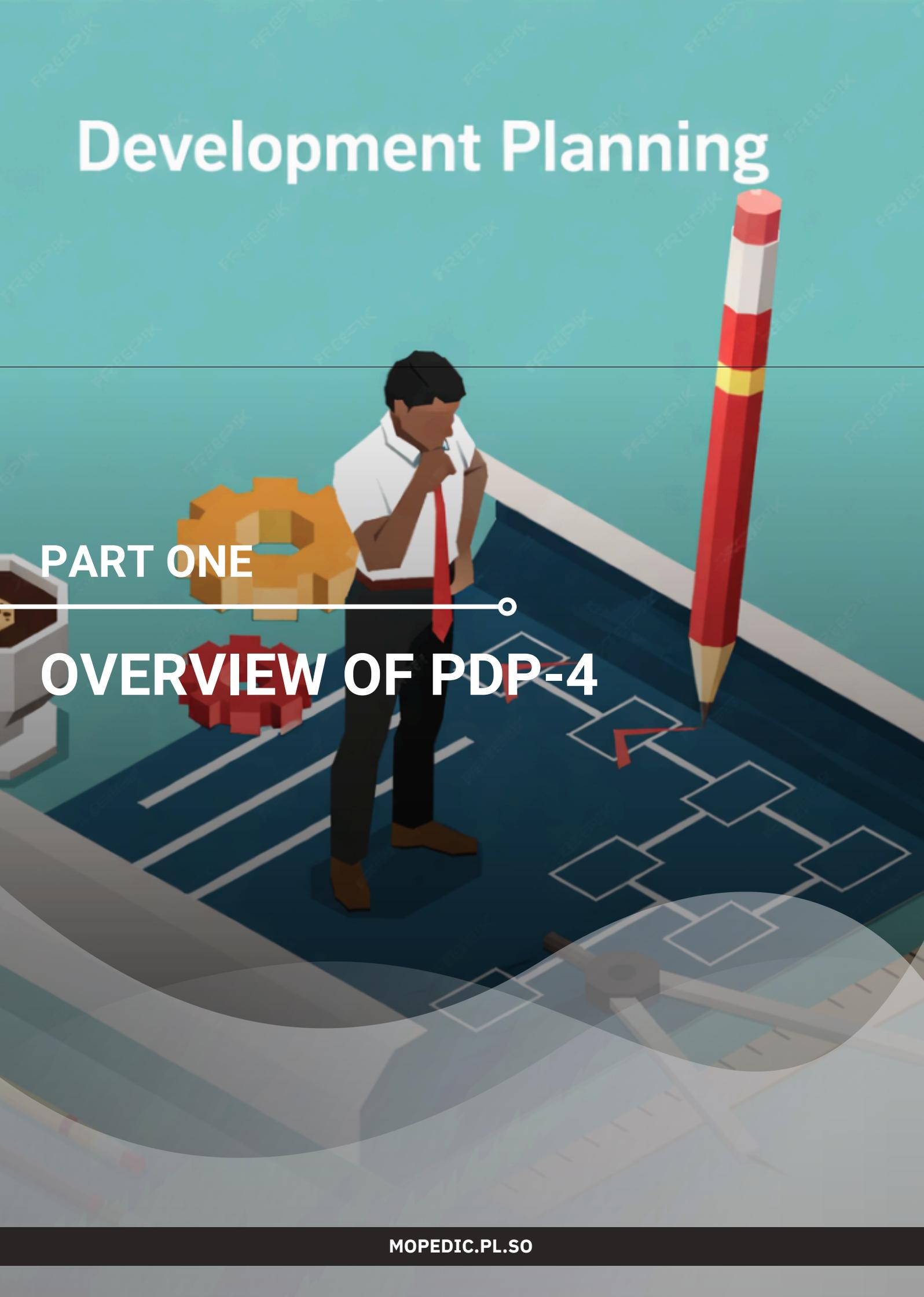
ABE	Alternative Basic Education
ANC	Antenatal Care Attendance
CCCMC	Camp Coordination and Camp Management Cluster
CSOs	Civil Society Organisations
DDPC	District Development Planning Committee
DDR	De-mining and Disarmament, Demobilization, and Reintegration
DHIS2	District Health Information Software-2
ECE	Early Childhood Education
EMIS	Education Management Information System
ENT	Ear, Nose, and Throat
EPHS	Essential Package of Health Services
EPI	Expanded Programme on Immunisation
ESSP	Education Sector Strategic Plan
EWARN	Early Warning, Alert and Response Network
EWS	Early Warning Systems
FGM	Female Genital Mutilation
FGS	Federal Government of Somalia
GBV	Gender-Based Violence
GPI	Gender Parity Index
GDP	Gross Domestic Product
GER	Gross Enrolment Rate
HEI	Higher Education Institutes
HMIS	Health Management Information Systems
HSSP	Health Sector Strategic Plan
HFRIS	Health Facility Regulatory Information System

HRH	Human Resources for Health
IDPs	Internally Displaced Persons
IFA	Iron-Folic Acid
IMC	Information Management Centre
IT	Information Technology
IFIMS	Integrated Financial Management Information System
IPAM	Institute of Public Administration and Management
IUU	Illegal, Unreported and Unregulated
IYCF	Infant and Young Child Feeding
JLGP	Joint Local Government Programme
LPG	Liquefied Propane Gas
MDAs	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
MMS	Multiple Micronutrient Supplements
MOEHE	Ministry of Education and Higher Education
MOERCC	Ministry of Environment, Range, and Climate Change
MOFMR	Ministry of Fisheries and Marine Resources
MH	Mental Health
MOHDM	Ministry of Humanitarian and Disaster Management
MOLSA	Ministry of Labour and Social Affairs
MoH	Ministry of Health
MOPEDI C	Ministry of Planning, Economic Development and International Cooperation
MoPWHT	Ministry of Public Works, Housing and Transport

MOWDAFA	Ministry of Women Development and Family Affairs
NCDs	Non-Communicable Diseases
NFE	Non-Formal Education
NGOs	Non-Governmental Organisations
OAG	Office of the Auditor General
PCSC	Puntland Civil Service Commission
PDF	Puntland Development Fund
PHA	Puntland Highway Authority
PISA	Puntland Intelligence Security Agency
PFM	Public Financial Management
PHC	Primary Health Care
PMPF	Puntland Marine Police Force
PNC	Postnatal Care
PPP	Public Private Partnerships
PDP-4	Puntland Development Plan-4 (2026-2030)
PDP-3	Puntland Development Plan-3 (2021-2025)
PEC	Puntland Electoral Commission
RMNCAH	Reproductive, Maternal, Newborn, Child, and Adolescent Health
RBM	Results Based Management
SWG	Sector Working Groups (SWG)
SBA	Skilled Birth Attendants
SDGs	Sustainable Development Goals
SDP	Sector Development Plan
SMART	Specific, Measurable, Attainable, Realistic and Time bound
SPS	Sanitary and Phytosanitary Standards

SME	Small and Medium-sized Enterprises
TB/HIV	Tuberculosis and Human Immunodeficiency Virus
TOC	Theory of Change
TPEC	Transitional Puntland Electoral Commission
TVET	Technical and Vocational Education and Training
TWGs	Technical Working Groups
UN	United Nations
UNDP	United Nations Development Programme
WASH	Water Sanitation and Hygiene

Development Planning



PART ONE

OVERVIEW OF PDP-4



INTRODUCTION TO PDP-4

1.1 BACKGROUND

Puntland State, located in northeastern Somalia, shares borders with Ethiopia to the southwest, Somaliland to the west, the Indian Ocean to the east, the Gulf of Aden to the north, and Somalia's central regions to the south. The State covers approximately one-third of Somalia's total land area, spanning around 212,510 square kilometers. Puntland comprises nine administrative regions: Cayn, Bari, Karkaar, Haylaan, Mudug, Nugal, Sanaag, Sool, and Raas-caseyr.

Following the civil conflict that fragmented Somalia in the early 1990s, Puntland was formally established in 1998 through a series of locally led constitutional conferences in Garowe. The process brought together representatives from business communities, academia, political leadership, traditional elders, and civil society organizations. Puntland was founded as a constituent State within Somalia's federal framework, with the mandate to deliver public services, maintain internal security, promote economic development, and strengthen cooperation with national and international partners.

Since its establishment, Puntland has demonstrated a relatively stable system of governance. The State has experienced seven peaceful transfers of presidential power, with each president serving a five-year term, reflecting a sustained commitment to political continuity and institutional development. While occasional localized conflicts have occurred, they have been swiftly resolved through dialogue and community mechanisms, allowing Puntland to remain one of the most stable and administratively functional regions in Somalia for about the past three decades.

1.2 KEY ACHIEVEMENTS & LESSONS FROM PDP-3

Pillar 1: Inclusive Politics and Good Governance

Puntland has made significant progress in advancing its democratization agenda, marking an important step toward realizing its long-term democratic vision. The State successfully completed its Democratization Roadmap, which encompassed the establishment of electoral institutions, the development of policy and regulatory frameworks, and the enhancement of community awareness and civic education on democratic governance. A major milestone in this process was the successful conduct of local council elections, which served as a historic achievement in Puntland's political evolution. These collective efforts underscore Puntland's commitment to inclusive governance, citizen participation, and the strengthening of democratic institutions within Somalia's federal framework.





Pillar 2: Justice and Security

Puntland has advanced the rule of law and security through key institutional and operational reforms. The establishment of the Puntland Supreme Court strengthened judicial foundations, while the construction of the Garowe High Court and several district-level courts and police stations improved justice and security infrastructure. Security sector capacity was enhanced through targeted training, digital personnel registration, and electronic payment systems, promoting transparency and accountability. Extensive counter-terrorism operations, particularly in Galkayo and Bosaso, successfully dismantled terrorist networks and reduced civilian killings, bolstering public confidence and consolidating peace and stability across the State.

Pillar 3: Economic Development

Puntland achieved notable progress in agriculture, infrastructure, and macroeconomic stability during the plan period. In the agricultural sector, 12,300 farmers received training in improved farming techniques, and 1,300 kilograms (kg) of certified seeds were distributed to boost yields. Over 1,300 fodder farms were established to enhance animal feed and climate resilience, alongside the construction of 150 shallow wells and distribution of 700 motorized water pumps, significantly improving irrigation and productivity. Livestock health advanced with 15 million animals vaccinated against major diseases and 10.9 million against endemic diseases, supported by 13 new veterinary clinics. The enactment of the Milk Act and Quarantine Act strengthened regulatory oversight. Fisheries improved through two fish processing plants, seven refrigerated trucks, and a 15.5 percent reduction in Illegal, Unreported and Unregulated (IUU) fishing.

Infrastructure development included 249 kilometers (kms) of reconstructed primary roads, 506 kms of rehabilitated roads, and 416 kms of upgraded feeder roads, improving market connectivity.

Macroeconomic gains included a 62 percent rise in domestic revenue, consolidation of 80 percent of accounts under a Treasury Single Account, 67 percent growth in local investment.

Pillar 4: Social and Human Development

Puntland has recorded strong gains in social sector development. In education, a major milestone was the harmonization and standardization of the national curriculum, alongside reforms across all sub-sectors. The Ministry expanded decentralized education governance through new district education offices, improving local coordination and accountability. Primary enrolment rose to 241,475 learners (32.97 percent of school-age children) in 2023/24, while secondary enrolment reached 48,087 students, though the Gross Enrolment Ratio (GER) of 14.3 percent highlights ongoing access challenges, especially for girls. Infrastructure improved through 14 new schools, 88 rehabilitated classrooms, and 36 Water Sanitation and Hygiene (WASH) facilities, while a unified curriculum, new textbooks, and school inspection tools enhanced quality and inclusivity.

In health, Puntland expanded a decentralized healthcare system, broadening access through hospitals, health centers, and primary units. Key achievements include nationwide immunization, epidemic surveillance systems such as the District Health Information Software-2 (DHIS2) and Early Warning, Alert and Response Network (EWARN), and improved maternal and child health outcomes through Skilled Birth Attendants (SBAs), stabilization centers, and nutrition programs.

In the WASH sector, access to improved water sources increased to 58 percent of households, particularly in drought-prone areas. The drilling of new wells across multiple regions has

Pillar 5: Climate Action and Environment Sustainability

Puntland has strengthened its institutional and operational capacity for disaster risk management and climate resilience. Key achievements include the development of policy and legal frameworks that underpin coordinated disaster response, and the establishment of early warning and early action systems alongside comprehensive disaster preparedness protocols. To enhance resilience to recurrent climatic shocks, the Government invested in climate-adaptive infrastructure, notably through the construction and rehabilitation of 140 water catchments of various types, significantly improving water storage, drought mitigation, and community preparedness.



Lessons Learned

The implementation of PDP-3 faced several constraints. Weak coordination and overlapping mandates among Government institutions at all levels, coupled with limited institutional capacity, hindered effective execution. Stakeholder engagement was insufficient, with local Governments, civil society, and private sector actors only minimally involved, reducing local ownership and sustainability. Misalignment between Government priorities and donor-driven agendas led to inefficiencies and overlapping interventions. Financing and resource mobilization challenges, including reliance on external aid, absence of program-based budgeting, and constrained domestic revenue, further limited implementation. Finally, the lack of timely and reliable data, coupled with the absence of a functional results-based M&E framework, undermined evidence-based decision-making, performance monitoring, and accountability across the plan's implementation.



1.3 APPROACHES & METHODOLOGY

The formulation of PDP-4 adopted an inclusive and participatory approach, engaging stakeholders across all levels of Government, civil society, the private sector, and international partners. This bottom-up process integrated diverse perspectives, fostered ownership, and aligned the plan with state priorities through district-level consultations, sectoral discussions, and targeted stakeholder engagements.

The PDP-4 development process utilized a mixed-methods approach, combining quantitative and qualitative research to analyze key economic, social, governance, and environmental challenges, and to identify sectoral priorities. The methodology comprised four phases:

- 1. Desk Review:** Analysis of PDP-3 performance, baseline reports, institutional strategic plans, and sector-specific assessments, coupled with stakeholder mapping and development of data collection tools.
- 2. District-Level Consultations:** Inclusive engagement across 30 districts, capturing local priorities, development needs, and challenges to guide district-level planning and ensure grassroots perspectives shaped the PDP-4 framework. Through this process, district profiles were also developed to guide future district-level planning, implementation and monitoring.
- 3. Government Institution Consultations:** Sectoral working groups identified priorities, strategic interventions, and bankable projects, promoting evidence-based planning and inter-ministerial coordination. The private sector also identified strategic priorities in the Economic and Social and Human Development pillars.
- 4. Private Sector, Civil Society, and International Partner Consultations:** Active participation provided technical insights, highlighted public-private partnership opportunities, and strengthened community engagement and plan ownership.

Finally, validation workshops were held to review and refine sectoral priorities, ensuring alignment with local, national, and development partner objectives, and securing broad ownership of the plan.



1.4 GUIDING PRINCIPLES

The formulation of PDP-4 was guided by a set of principles designed to ensure inclusivity, ownership, and sustainability, aligned with the State's long-term development vision.

- 1. Inclusivity:** The planning process engaged a broad spectrum of stakeholders, including Government institutions at national and district levels, local administrations, the private sector, civil society, and development partners. This broad participation ensured diverse perspectives informed the plan, reflecting local realities while aligning with global development agendas
- 2. Bottom-Up Consultation:** PDP-4 followed a structured bottom-up approach, starting with district-level consultations, progressing through sectoral working groups in Government institutions, and concluding with validation workshops, ensuring that sectoral priorities and policy directions were evidence-based and locally relevant
- 3. Home-Grown Initiatives and Ownership:** The plan prioritized Government-led, locally informed strategies, leveraging local expertise to identify strategic priorities, interventions, and implementation mechanisms that promote accountability and ownership of development outcomes
- 4. Sustainability:** To ensure all programs are financially viable, socially inclusive, and environmentally sound, sustainability is a cross-cutting principle.

1.5 PDP-4 Plan Vision

To build a sustainable and resilient economy driven by investment in productive sectors and supportive infrastructure – including human capital, transport, energy, and an enabling business environment – that promotes inclusive growth, citizen well-being, and ecosystem sustainability.

1.6 PDP-4 PILLARS

The PDP-4 is the State's medium-term development agenda, guiding strategic directions across institutional development, security and justice reforms, social development, and sustainable economic growth. The plan aligns with national, regional, and global frameworks, including the Sustainable Development Goals (SDGs), while building on lessons learned from previous development plans.

Pillar 1 - Inclusive Politics and Good Governance:

A peaceful, democratic, and inclusive Puntland characterized by effective, transparent, and accountable institutions, where public services are equitably delivered and all citizens actively participate in governance and development processes.

Pillar 2 - Equitable Justice and Sustainable Security:

A peaceful, just and inclusive Puntland where strengthened security justice, human rights and conflict prevention systems provide a safe environment, enabling all citizens access to thrive and access equitable social services and sustainable economic opportunities.

Pillar 3 - Sustainable Economic Development:

A sustainable and resilient economy driven by investment in productive sectors and supportive infrastructure, including human capital, transport, energy and an enabling business environment that promotes inclusive growth, citizen wellbeing, and ecosystem sustainability.

Pillar 4 - Social and Human Capital Development:

A society where all citizens are healthy, educated, productive, and resilient, capable of leading dignified lives and contributing meaningfully to inclusive economic growth.

Pillar 5 - Climate Action and Environmental Sustainability:

A climate-resilient Puntland where communities thrive through sustainable natural resource management, biodiversity conservation, renewable energy adoption, and adaptive urban and rural systems that protect livelihoods and ecosystems for present and future generations.

The image features the coat of arms of Puntland, Somalia, centered on a blue gradient background. The coat of arms consists of a shield with a green vertical stripe on the left, a white central stripe containing a brown wooden water pot (qadhaan), and a blue vertical stripe on the right with a white five-pointed star. The shield is topped with a golden crown and supported by two rearing brown horses. Below the shield is a golden banner with the word 'PUNTLAND' written in capital letters. The entire emblem is overlaid with a semi-transparent dark blue layer.

PILLAR ONE

**INCLUSIVE POLITICS & GOOD
GOVERNANCE**



PILLAR ONE: INCLUSIVE POLITICS AND GOOD GOVERNANCE

2.1 INTRODUCTION

Inclusive democratic institutions and good governance are central to Puntland’s socio-economic development and long-term stability. They foster transparency, accountability, and effective public service delivery, strengthening citizen trust and social cohesion. Robust governance is essential for managing natural resources, mobilizing domestic revenues, attracting investment, promoting inclusive decision-making, advancing gender equality, and supporting responsive local governance. Strengthening governance systems is therefore a strategic imperative for achieving development aspirations, improving livelihoods, and building a resilient, self-reliant society.

The principles of democratization, political decentralization, and good governance are enshrined in the Puntland Constitution:

1. Article 3(1): All power is vested in the people and delegated to leaders according to law.
2. Article 44(2): Members of the House of Representatives and District Councils shall be elected by direct vote.
3. Article 46: Establishes a multi-party system.
4. Article 120(1): Puntland’s administrative system is based on decentralization.
5. Article 129(1): Outlines the key principles of good governance for all public officials and civil servants.

Despite these constitutional foundations, challenges remain in fully implementing democratization, decentralization, and governance reforms due to the challenging broader national context. Nevertheless, notable progress includes the successful conduct of elections across 36 districts, reflecting commitment to democratic principles, as well as advancements in decentralization and institutional strengthening. Continued efforts are required to enhance inclusive political processes, accountability, and public trust.

PILLAR VISION

A peaceful, democratic, and inclusive Puntland characterized by effective, transparent, and accountable institutions, where public services are equitably delivered and all citizens actively participate in governance and development processes.

Pillar 1: Inclusive Politics and Good Governance contribute to the following Sustainable Development Goals:

- **SDG 10: Reduced Inequalities** – reduce income inequality, promote inclusion, ensure equal opportunities, fair migration policies, and support disadvantaged groups.
- **SDG 16: Peace, Justice and Strong Institutions** – reduce violence and corruption, access to justice, accountable institutions, inclusive decision-making, strengthen rule of law and human rights.





PILLAR ONE THEORY OF CHANGE

The transformation toward an inclusive, transparent, and accountable governance system in Puntland requires strengthening democratic institutions, deepening political participation, and ensuring that public decision-making processes are equitable and legitimate.

The Theory of Change for Pillar One is anchored in the belief that credible governance structures and empowered citizens are foundational prerequisites for sustainable development, social cohesion, and peace.

If Puntland’s political institutions are strengthened to operate transparently, uphold the rule of law, and ensure meaningful civic engagement, then government decisions will increasingly reflect the priorities and rights of all citizens, including marginalized groups. This will enhance public trust, promote accountability, and create a more stable political environment that supports long-term development. This change will be achieved by:

- Enhancing institutional capacity at both central and local levels so that political and administrative bodies can perform their mandates effectively, manage public resources responsibly, and deliver high-quality services.
- Advancing decentralization and devolution, ensuring that local governments are empowered, capable, and adequately resourced to deliver equitable and responsive public services..

- Promoting inclusive political participation, enabling citizens—particularly women, youth, minorities, and vulnerable groups—to engage constructively in democratic processes, oversight mechanisms, and public consultations.
- Strengthening accountability and transparency mechanisms, including oversight institutions, civic monitoring, and public reporting systems that ensure government actions are open to scrutiny and aligned with public interests.
- Fostering a professional and accountable civil service, driven by merit, ethical conduct, and a commitment to delivering responsive public administration.

Through these strategic shifts, Puntland will progressively evolve into a transparent, accountable, and inclusive political system, one in which government institutions uphold the rule of law, citizens participate actively and confidently in governance, and public policies are developed and implemented in a manner that is equitable, evidence-based, and responsive to societal needs.

Ultimately, the Pillar One Theory of Change aims to establish a peaceful and democratic Puntland, where effective governance systems create the enabling environment for equitable development, national unity, and long-term state-building.





TABLE 1: PILLAR 1 THEORY OF CHANGE ILLUSTRATION

<p>Pillar 1 Goal</p>	<p>Transparent, accountable, and inclusive governance that enables equitable decision-making</p>
<p>Challenges</p>	<ul style="list-style-type: none"> • Weak institutions and systems impede credible, sustainable democracy. • Fiscal constraints and donor dependency limit sustainability and service delivery. • Civil service performance weakened by non-merit hiring and low retention. • Oversight institutions lack the authority, autonomy, and capacity to operate effectively. • Overlapping mandates across ministries and agencies, causing inefficiencies and conflicts. • Low civic education & Limited citizen engagement in political processes. • Weak capacity and limited revenues constrain effective decentralization at local government level.
<p>Interventions</p>	<ul style="list-style-type: none"> • Review, upgrade and harmonize governance and electoral regulatory frameworks. • Strengthen institutional capacity, autonomy, coordination, and accountability across the Pillar. • Resolve mandate conflicts through functional review implementation. • Implement merit-based recruitment, compensation, grading, and pension systems in the civil service. • Strengthen anti-corruption institutions and oversight mechanisms. • Strengthen robust M&E and data systems to enable evidence-based planning & decision-making. • Civic education and participatory platforms for citizens. • Empower LGs to institutionalize decentralization by strengthening compliance with regulations and expanding sustainable revenue sources.
<p>Outputs</p>	<ul style="list-style-type: none"> • Strengthened democratization through harmonized laws, inclusive dialogue, and capable electoral institutions. • Citizen participation is institutionalized through civic education and structured engagement platforms. • Good governance strengthened through merit-based recruitment, institutionalized performance management, and robust civil service institutions. • Oversight institutions are empowered, resourced, and insulated from political interference. • Capacitated local governments, institutionalized decentralization, and strengthened intergovernmental coordination mechanisms.
<p>Outcomes</p>	<ul style="list-style-type: none"> • Inclusive, responsive, transparent and accountable Democratic institutions. • A professional, accountable civil service delivering transparent and high-quality public services. • A fully decentralized Puntland with capable local governments delivering inclusive, quality services.
<p>Impact</p>	<ul style="list-style-type: none"> • Peaceful, democratic, inclusive Puntland with accountable institutions, equitable services, and active citizens.



KEY ENABLERS

- 1. Peace and Stability:** Maintain internal peace, strengthen judiciary systems, law enforcement, and access to justice to support political and governance reforms.
- 2. Legal and Constitutional Frameworks:** Consolidate and operationalize constitutional provisions on democratization, decentralization, and governance, ensuring harmonization of electoral, political party, and local Government laws.
- 3. Institutional Capacity:** Enhance administrative, technical, and operational capacities of the Puntland Electoral Commission, Civil Service Commission, Civil Service Training Institute, local councils, line ministries, and relevant authorities.
- 4. Fiscal Autonomy and Resource Mobilization:** Improve domestic revenue generation, introduce program me-based budgeting, implement performance-based intergovernmental transfers, and advance digital public financial management.
- 5. Public Participation:** Strengthen civic education, social cohesion, and citizen engagement platforms to empower active participation in governance.
- 6. Decentralization and Coordination:** Institutionalize decentralization policies and fiscal strategies, clarify mandates, and enhance intergovernmental coordination across all levels of Government.
- 7. Oversight and Accountability:** Empower institutions such as the Office of the Auditor General and Anticorruption Bureau, establish public expenditure monitoring systems, and enforce anti-corruption measures to strengthen transparency and accountability.
- 8. Partnerships:** Collaborate with development partners, civil society, traditional and religious leaders, and the private sector to accelerate governance reforms and modernize public institutions.

2.2 INCLUSIVE POLITICS AND DEMOCRATIZATION PROCESS SUB-PILLAR

2.2.1 Situational Analysis

Puntland State of Somalia was established in 1998 through inclusive reconciliation efforts led by traditional elders, religious leaders, and political elites. Its founding aimed to restore internal security, support national reconciliation, and build democratic, decentralized governance in a fragile post-conflict environment.

Despite early challenges, Puntland gradually achieved relative stability, institutional legitimacy, and played a key role in Somalia's federalization process. The state has consistently contributed to national governance dialogues, emphasizing federal principles, constitutional reform, and inclusive political engagement.

While democratization has been a core aspiration since Puntland's founding, progress toward a fully functional multi-party system has been slow. Early reliance on clan-based governance ensured peaceful transitions of power but constrained one-person, one-vote elections. Following his election in 2019, President Said Abdullahi Deni prioritized democratization by revising the Electoral Commission Law (2020) and establishing a fully mandated Transitional Puntland Electoral Commission (TPEC). TPEC focused on building institutional capacity, legal and operational frameworks, and civic engagement to support free and credible elections.

Notable achievements included the development of electoral laws, a democratization roadmap, political association guidelines, voter registration systems, and public awareness campaigns. These efforts culminated in Puntland's pilot one-person-one-vote local council elections in October 2021 and broader elections in May 2023 across 33 districts with over 400,000 registered voters, marking an historic step towards democratic governance.

Despite these gains, the democratization process has faced significant political, legal, and technical challenges. Delays between pilot and general elections were driven by politically biased constitutional amendments, weak judiciary systems, overlapping legal frameworks, and non-compliance with electoral rules. Political associations often lacked ideological clarity, campaigns remained clan-driven, and the absence of formal campaign financing allowed elite dominance. These factors contributed to mistrust, political resistance, and armed clan-based rivalries, leading to a return to clan-based parliamentary and presidential elections in 2024, highlighting the fragility and unfinished nature of Puntland's political transition.



Key Achievements

- Puntland's establishment in 1998 through inclusive reconciliation laid the foundation for internal stability, basic service delivery, and peaceful transition from conflict.
- The state actively engaged in national dialogues and constitutional reforms, promoting federal governance and inclusive politics.
- President Deni's administration enacted the revised Electoral Commission Law (2020) and established a fully empowered Puntland Electoral Commission (PEC).
- TPEC developed critical electoral infrastructure, including electoral laws, the democratization roadmap, political association guidelines, and civic education campaigns.
- Puntland conducted large-scale local council elections in 36 districts, marking a historic milestone and enhancing civic participation, including youth, women, and marginalized groups.
- These achievements demonstrate that credible elections are feasible in a post-conflict context, providing a model for other federal member states transitioning from clan-based governance.

Strategic Challenges

- Limited institutional capacity and underdeveloped organizational systems hinder the evolution of a credible and sustainable democratic framework.
- PEC and political parties face severe budgetary constraints, with operations largely donor dependent.
- Absence of formal campaign financing favors associations backed by influential individuals, undermining public accountability.
- Weak judiciary systems, overlapping legal frameworks, and non-compliance create opportunities for political interference and disputes.
- Low civic education and political literacy limit citizen participation.
- Political parties lack clear visions, coherent ideologies, and structured agendas.
- Resistance from political figures and clans fearing loss of influence impedes democratization.

- Civilian possession of weapons, clan-affiliated politics, and intra-clan competition pose security challenges.
- Absence of comprehensive population registration and updated census data complicates voter verification and equitable representation.

2.2.2 Strategic Framework

Outcome: Strengthen inclusive political processes and democratic institutions that promote participation, representation, and accountability.

Outputs:

1. Democratization is advanced through harmonized legal frameworks, strengthened rule of law, inclusive dialogue platforms, and enhanced capacity of political parties.
2. PEC is strengthened, independent, and capable of conducting inclusive, transparent, and periodic elections.
3. Citizen participation in governance is institutionalized through civic education, structured engagement platforms, protection of freedoms of expression and assembly, and increased political representation for women and underrepresented groups.

Key Interventions:

- Review, harmonize, and implement existing electoral and political party laws and frameworks.
- Build institutional and organizational capacity of political parties through training, funding, and regulatory support to strengthen internal democracy, inclusivity, and accountability.
- Improve PEC's institutional, technical, and infrastructural capacity, leveraging advanced electoral technologies.
- Ensure PEC's credibility and independence through adequate resourcing, legal protections, and merit-based recruitment.
- Conduct inclusive public forums and civic education campaigns to enhance citizen literacy in the democratization process.
- Plan and implement local council and House of Representatives elections, ensuring transparency, inclusivity, and adherence to democratic principles.



- Develop and operationalize election monitoring and dispute resolution mechanisms to safeguard fairness and strengthen public trust.
- Strengthen legal frameworks and civic platforms to safeguard human rights, including freedom of expression, assembly, and protection mechanisms.
- Expand citizen awareness of rights, governance processes, and participatory spaces through media, workshops, and community outreach.

2.3 INSTITUTIONAL DEVELOPMENT AND GOOD GOVERNANCE SUB-PILLAR

2.3.1 Situational Analysis

Governance is anchored in the separation of powers among the Executive, Legislature, and Judiciary. The Executive, led by an elected President and Vice-President, oversees ministries, commissions, and local Governments. Despite progress in institutional development and service delivery, systemic challenges remain, including overlapping mandates, weak policy enforcement, limited fiscal autonomy, and bureaucratic inefficiencies.

The Legislature, with 66 members selected through a clan-based system, exercises law-making, budget approval, and executive oversight, yet faces capacity constraints and political interference. Judicial reforms culminated in the establishment of the Supreme Court in 2022, representing a key milestone in strengthening judicial independence and the rule of law.

Independent oversight institutions, including the Office of the Auditor General and the Anti-Corruption Commission, face limitations in resources, autonomy, and enforcement capacity, which continue to impede the realization of a rules-based administrative system. Civil service reforms since 2017 have strengthened institutional structures, human resource policies, and the Civil Service Commission, though meritocracy, performance appraisal systems, and staff retention remain ongoing challenges.

Public Financial Management (PFM) reforms have delivered legal frameworks, unified charts of accounts, and a Treasury Single Account, while domestic revenue increased from US\$87.7 million in 2020 to US\$120.5 million in 2024. Digital governance initiatives, such as Integrated Financial Management Information System (IFMIS), digital payroll, and integrated M&E systems, have enhanced transparency and efficiency but are constrained by low Information Technology (IT) capacity, weak interoperability, and lack of a cohesive e-governance strategy.

Sectoral coordination is weak, and monitoring and evaluation is largely partner-driven, limiting national ownership. Persistent institutional weaknesses and fiscal constraints continue to challenge effective governance and service delivery.

Key Achievements

- Institutionalized governance structure with separation of powers; Supreme Court established in 2022.
- Civil service reforms including functional reviews, restructuring, development of policies, and operationalization of the Civil Service Commission and training institutes.
- PFM reforms including unified Chart of Accounts, Treasury Single Account, legal frameworks, and increased domestic revenue.
- Digital governance reforms: IFMIS, digital payroll, integrated M&E systems.
- Strengthened oversight institutions, including Office of the Auditor General (OAG) and anti-corruption bodies, enhancing transparency and accountability.
- Improved operational capacity, inter-ministerial coordination, and legislative oversight functions.

Strategic Challenges

- Overlapping mandates across ministries and agencies, causing inefficiencies and conflicts.
- Limited implementation of governance laws due to weak organizational management culture.
- Civil service affected by non-merit-based recruitment, weak performance management, and low staff retention.



- Fragmented digital governance systems and absence of a comprehensive e-governance strategy.
- Oversight institutions lack sufficient authority, autonomy, and capacity to function effectively.
- Fiscal constraints and donor dependency limit sustainability and service delivery.
- Weak coordination and underdeveloped M&E systems reduce evidence-based planning and accountability.

2.3.2 Strategic Framework

Outcome: Improved institutional capacity and governance systems that are transparent, accountable, and responsive to the public.

Outputs:

1. Legal frameworks and policies are harmonized; digital governance tools are adopted to enhance administrative efficiency.
2. Merit-based recruitment, institutionalized performance systems, and strengthened Civil Service Commission and Institute for Civil Service Training improve staff capacity, efficiency, accountability, and service delivery.
3. Oversight institutions (audit, anti-corruption, public complaint mechanisms) are empowered, resourced, and insulated from political interference.
4. Evidence-based planning and policymaking are institutionalized through robust statistical and M&E systems, promoting transparency, accountability, and efficient resource allocation.

Key Interventions:

- Resolve mandate conflicts through functional review implementation.
- Strengthen financial governance and resource allocation mechanisms.
- Fully operationalize the Puntland Civil Service Commission (PCSC) and Institute of Public Administration and Management (IPAM) with legal, technical, and budgetary support.
- Adopt and enforce merit-based recruitment, pay and grading systems, and civil service pension schemes.
- Enhance OAG independence and improve audit recommendation implementation to international standards.

- Develop district-level needs and priority profiles to guide interventions, planning, and resource allocation
- Operationalize robust results-based M&E systems with digital platforms to track PDP-4 program performance.
- Strengthen statistical data management and digital infrastructures across ministries, agencies, and local Governments.
- Improve coordination between Government institutions and partners to align efforts with PDP-4 goals and create synergy.

2.4 FEDERALISATION, DECENTRALISATION AND PUBLIC SERVICE DELIVERY SUB-PILLAR

2.4.1 Situational Analysis

Decentralization has been a cornerstone of Puntland's state-building efforts since its inception, with the Puntland Charter and Constitution explicitly prioritizing it as a governance principle to enhance participation, accountability, and service delivery. Over the years, the Puntland Government, in collaboration with development partners and civil society, has made progress in laying the legal and institutional groundwork for local governance.

Key reforms include the adoption of Local Government Law No. 7 (2003), the establishment of district councils, capacity building for local administrations, and the formulation of the Puntland Decentralization Policy and Fiscal Decentralization Strategy.

These initiatives aimed to transfer political, administrative, and financial authority to local Governments, promote transparency, and foster public participation in decision-making. Despite this foundation, full implementation of decentralization has been uneven, hindered by limited resources, institutional weaknesses, and political complexities.



Implementation of the Government's decentralization policy in has focused on three core pillars: political, administrative, and fiscal decentralization. Politically, the process began with clan-based council nominations in 2005 and later advanced with the 2021 and 2023 local council elections, which marked significant milestones in enhancing democratic governance and citizen engagement. Administratively, local Governments were tasked with managing key functions such as planning, budgeting, and service delivery, although their capacity remains limited.

On the fiscal front, Puntland introduced strategies to clarify revenue and expenditure responsibilities and to promote intergovernmental transfers, yet local Governments continue to struggle with low revenue generation and inadequate financial autonomy. Persistent challenges such as inter-clan conflicts, infrastructure deficits, and institutional fragility have constrained municipalities' ability to fulfil their mandates effectively. Nonetheless, recent democratic gains signal potential for deeper decentralization and stronger local governance if supported by sustained reforms and investment.

Puntland has taken meaningful steps toward administrative and fiscal decentralization through a combination of policy initiatives and donor-supported programs. The establishment of the Decentralization Champion Office under the Vice President's Office and the launch of the Joint Local Government Program (JLGP) have helped coordinate efforts and strengthen local Government capacity in key areas such as human resources, financial management, planning, and citizen engagement.

The Ministry of Finance's pilot fiscal decentralization scheme marked an important shift by initiating center-local budget transfers in selected districts, allowing for increased local responsibility in delivering health, education, and WASH services. The phased expansion of this program to additional districts, guided by performance-based funding, reflects a strategic effort to gradually empower local administrations while aligning financial resources with devolved functions.

Despite these efforts, Puntland's decentralization agenda faces deep-rooted challenges that threaten its sustainability. Structural issues such as weak legal frameworks, limited fiscal and technical capacity, and dependency on external aid continue to constrain local Governments.

Overlapping mandates, unclear district boundaries, and clan-based political dynamics exacerbate inefficiencies and governance fragmentation. In the WASH sector, most districts lack the resources and institutional readiness to deliver services effectively. Moreover, the criteria for district designation were criticized during PDP-4 consultations, with experts calling for a reassessment based on realistic benchmarks and capacity.

While strategic frameworks like the Fiscal Decentralization Strategy offer a blueprint for reform, implementation remains limited, with many action points still unrealized. These persistent gaps highlight the need for stronger institutional commitment, better coordination, and sustained investment to ensure meaningful and lasting decentralization in Puntland.

Key Achievements

- Puntland laid a strong legal and institutional foundation for decentralization through institutionalizing Local Government Law No. 7 (2003), that defines roles and responsibilities of district authorities; and additionally, Puntland has been undertaking the implementation of the Decentralization Policy and Fiscal Decentralization Strategy, which provides a comprehensive roadmap for political, administrative, and fiscal devolution.
- The establishment of the decentralization champion office under the Vice President's Office has strengthened institutional leadership and coordination for decentralization, enhancing strategic oversight and stakeholder engagement



- A major milestone in political decentralization was achieved through the successful local council elections in 2021 and 2023, which marked a departure from clan-based nominations toward democratic representation and increased citizen participation in local governance. Puntland Ministry of Interior initially emphasized the facilitation of the assembly of elected council to select respective district mayors to assume their delivery of their expected responsibilities. The Government also prioritized empowering elected councils through provision of capacity building programs to improve service planning, budgeting, and delivery at the local level
- Through the implementation of Pilot Fiscal Decentralization, the Ministry of Finance launched a pilot fiscal decentralization scheme, initiating center-to-local budget transfers in selected districts. Additionally, local Governments began managing budgets for health, education, and WASH services. This marks an important step in aligning financial responsibility with service delivery functions
- Performance-Based Funding Approach Introduced where a phased expansion of the fiscal transfer program was rolled out using performance-based criteria, encouraging accountability and improved service outcomes at the local level
- JLGP Support through donor-backed initiatives like the JLGP, Puntland improved local governance by investing in financial management, human resource development, citizen engagement, and municipal planning systems
- Decentralization reforms increased citizen participation in local decision-making, improving the responsiveness and transparency of municipal Governments
- In districts benefiting from decentralization pilots, there were observable improvements in the delivery of education, health, and WASH services, especially where financial autonomy and administrative responsibilities were effectively devolved.

Strategic Challenges

- Despite that Puntland has laid the legal groundwork for decentralization through instruments such as the Constitution and Local Government Law No. 7 enforcement and practical implementation remain limited. Key policies, including the Decentralization Policy and the Fiscal Decentralization Strategy action plan, have largely not been operationalized.
- District level administrations face weak institutional structures, a shortage of qualified personnel, technical gaps, and inadequate infrastructure. Most districts lack essential strategic operational management systems needed for effective governance like FMIS and other important digital registration platforms.
- Local revenue generation capacity remains weak due to underdeveloped local economies. Intergovernmental fiscal transfers are irregular and insufficient. Therefore, local Governments have limited fiscal autonomy and rely heavily on unpredictable external aid.
- Many districts lack essential services such as health centers, schools, police stations, and water infrastructure. Administrative offices are often either non-existent or inadequate. District consultation session revealed that Grade C districts and districts along the coast are in worst conditions in terms of infrastructure and service provision.
- Recurring armed clan conflicts and internal council disputes compromise governance continuity. Political party frictions create tension and instability within elected councils.
- Overlapping mandates between ministries and local Governments create ambiguity in roles and responsibilities, leading to frequent disputes. This hinders collaboration and reduces the overall effectiveness and efficiency of public service delivery.

2.4.2 Strategic Framework

Outcome: Enhanced access to quality public services through effective and inclusive decentralization of service delivery systems

Outputs:

1. Decentralization laws and policies have been revised and fully adopted to clarify institutional mandates and strengthen the devolution of decision-making authority and budgetary control to local Governments.
2. Sectoral services decentralization roadmaps (health, education including Quranic Dugsi, water, Sanitation and urbanization) are implemented at the district-level.
3. Inter-governmental coordination mechanisms are strengthened to improve policy coherence, compliance, and promote synergy between state and district administrations.
4. Promote federalism, and strengthen relations among Puntland state actors, other states, and Federal Government of Somalia through inclusive political dialogue

Key Interventions:

- Ensure effective implementation of laws and the regulatory frameworks guiding administrative decentralization within Government institutions
- Promote and improve the quality and performance of staff working in district Government institutions.

- Enable districts to access sustainable revenue sources and create new streams of income
- Local Governments manage, oversight, and support religious facilities including Qur’anic schools through clear regulatory, coordination, and capacity support mechanisms
- Introduce and operationalize monitoring and reporting mechanisms to track intergovernmental agreements and joint decisions
- Develop and adopt standardized guidelines and frameworks for intergovernmental planning, budgeting, and policy compliance
- Establish functional, formal and systematic intergovernmental coordination and review mechanism between line ministries and districts conducted
- Establish a joint Puntland - Federal Government of Somalia (FGS) constitutional dialogue mechanism to clarify roles and powers
- Foster political discussions and negotiations to establish a mutually accepted model for the 2026 federal elections and outline a clear, time-bound roadmap for national democratization
- Enhance dialogue on fiscal federalism, equitable resource sharing and depoliticization of international assistance.





A.Adaani
Photo-Credit

PILLAR TWO

EQUITY IN JUSTICE AND SECURITY REFORM



PILLAR 2: EQUITY IN JUSTICE AND SECURITY REFORM

3.1 INTRODUCTION

Since the adoption of Puntland State’s first charter in May 1998, justice and security institutions have been central to the state-building process. The establishment of functional structures has enabled Puntland to maintain relative stability compared to southern regions of the country. These institutions have developed effective mechanisms to safeguard public order, promote local stability, and prevent terrorist threats. As a result, citizens enjoy peace, businesses have flourished, urbanization and public infrastructures have expanded, and the delivery of social services as well as the movement of people and goods have significantly improved across Puntland.

Despite this progress, significant challenges persist in ensuring equitable access to justice and effective law enforcement. Key issues include gaps in institutional and human resource capacity, conflicting regulatory frameworks, overlapping justice structures, inadequate infrastructure, and weak coordination, accountability and oversight mechanisms. These challenges have consequently contributed to low public trust and confidence in justice and law enforcement institutions remain outstanding concerns.

Addressing them is critically essential to uphold the rule of law, maintain peace and security, and foster an environment for investment conducive to investment and sustainable economic growth.

In response, Pillar two of the PDP-4 focuses on reforming and strengthening institutional capacity and mechanisms of justice and security authorities. The pillar aims to ensure a fair judiciary system, enforcing public order, protect individual rights, and strengthening accountability and transparent governance. Strategies are organized into four contextualized sub-pillars: justice system reform, protection of human rights, institutionalization of localized conflict prevention mechanism and strengthening security system.

PILLAR VISION

A peaceful, just and inclusive Puntland where strengthened security justice, human rights and conflict prevention systems provide a safe environment, enabling all citizens access to thrive and access equitable social services and sustainable economic opportunities.

Pillar 2: Equity in Justice and Security Reform contributes to the following Sustainable Development Goals:

- **SDG 5: Gender Equality** – end discrimination and violence, eliminate harmful practices, equal participation in leadership, equal access to resources and services, enforce gender-equal laws.
- **SDG 10: Reduced Inequalities** – reduce income inequality, promote inclusion, ensure equal opportunities, fair migration policies, support disadvantaged groups.
- **SDG 16: Peace, Justice and Strong Institutions** – reduce violence and corruption, access to justice, accountable institutions, inclusive decision-making, strengthen rule of law and human rights.



PILLAR TWO THEORY OF CHANGE

A just, peaceful, and socially cohesive Puntland depends on the existence of equitable justice systems, accountable security institutions, and accessible legal and social protection services. The Theory of Change for Pillar Two is premised on the understanding that fair and credible justice structures are essential to safeguarding rights, reducing conflict, and building public trust in the state.

If Puntland strengthens its justice and security institutions to be more professional, transparent, inclusive, and community-responsive, then citizens—regardless of gender, age, region, or socioeconomic status—will experience fair protection, equal access to justice, and improved safety. This will reinforce the rule of law, promote peaceful coexistence, and create the foundation for long-term stability and social transformation.

This transition will be achieved by:

- Reforming legal and regulatory frameworks to harmonize statutory, customary, and religious laws while ensuring alignment with human rights principles.
- Strengthening law enforcement and judicial institutions to improve professionalism, efficiency, and adherence to due process.
- Expanding access to justice—particularly for women, children, IDPs, and marginalized populations—through legal aid, community justice mechanisms, and improved service coverage.
- Modernizing correctional and rehabilitation systems, ensuring humane management and reintegration of offenders.
- Enhancing community security and conflict resolution systems, fostering trust, early dispute resolution, and localized peacebuilding.
- Improving human rights protections through stronger oversight institutions, public accountability tools, and civic education.

Through these reforms, Puntland will progress toward a peaceful, just, and inclusive society, where justice is not only available but equitable, where citizens feel secure, and where public institutions uphold the social contract. This transformation will anchor broader development progress under PDP-4 by creating the enabling environment required for stability, cohesion, and equitable opportunity.





TABLE 1: PILLAR 2 THEORY OF CHANGE

<p>Pillar 2 Goal</p>	<p>Fair, accountable, and effective justice and security systems that protect all citizens equally</p>
<p>Challenges</p>	<ul style="list-style-type: none"> • Parallel, unintegrated justice system (formal, religious and customary) undermine justice delivery. • Outdated and conflicting regulatory frameworks, weak institutions and limited budgets constrained justice and security sector institutions • Public trust and confidence in the justice system remain low. • Public awareness of basic rights, legal procedures, and reporting mechanisms remains limited. • Both justice & security sectors face major physical and technological infrastructure gap • Civilian possession of heavy arms threatens internal security. • Weak oversight and accountability in both justice and security institutions
<p>Interventions</p>	<ul style="list-style-type: none"> • Review and update sectoral regulatory frameworks, and strengthen institutional capacity, operational systems, and inter-institutional coordination. • Enhance budget allocation to the Justice and Security to secure financial autonomy of both sectors. • Modernize and expand physical and technological infrastructure in the security and justice sectors. • Enhance justice and protection access for juveniles, women, persons with disabilities, and other marginalized groups. • Develop an integrated conflict resolution framework and establish early warning mechanisms to prevent conflicts. • Strength monitoring, oversight and accountability mechanism in both sectors
<p>Outputs</p>	<ul style="list-style-type: none"> • Justice and security institutions strengthened through updated laws, policies, and enhanced capacity. • Access to justice and security services and infrastructures is expanded for all. • Human rights & access to justice are strengthened through effective complaint & oversight mechanisms. • Community-based conflict resolution committees are established and linked to formal institutions • Strengthened prevention and control of violent extremism, trafficking, piracy, arms proliferation, and armed inter-clan conflicts.
<p>Outcomes</p>	<ul style="list-style-type: none"> • Accountable, efficient and community-responsive justices and security institutions. • Improved rule of law and human rights • Improved public safety, social cohesion & co-existence • Enhanced public trust in justice and security institutions
<p>Impact</p>	<ul style="list-style-type: none"> • A peaceful, just, and inclusive Puntland with strong security and justice systems, ensuring social cohesion, and sustainable opportunities for all citizens.



KEY ENABLERS

1. Establish a comprehensive legal policy framework, critically essential for ensuring effective governance, coordination, and accountability within the justice and security systems, enabling full law enforcement, and the realization of the rule of law
2. Strengthen institutional capacity of justice and security agencies through structured training, merit-based recruitment, professionalization, and leadership development is a critical prerequisite to functional justice and security systems
3. Empower the judiciary and security institutions with operational and financial autonomy and promote legal aid and mobile courts services to ensure accountability of the judiciary system and equitable access to justice across all districts
4. Establish a clear coordination and integration framework among formal courts, traditional elders and religious courts to harmonize justice delivery and conflict resolution
5. Mainstream human rights standards across institutions, empower oversight and intuitionism monitoring of detention, trial and conditions of correctional facilities
6. Construct and rehabilitate courts, police stations, and correctional facilities; and introduce digital justice and crime management systems, biometric databases, and forensic laboratories to expand services and foster efficiency and operational effectiveness of the justice and security system
7. Promote gender-sensitive recruitment, leadership, and service delivery in both justice and security institutions; ensure protection for women, children, and persons with disabilities.
8. Establish an effective coordination and complaint mechanism among justice, security, human rights, and local governance institutions to ensure coherent planning and policy alignment.

Since then, the sector has undergone significant legal and institutional progress, including the development of a comprehensive justice system and the establishment of the Supreme Court in 2022. Advancements have also been made in improving legal frameworks, human resource capacity, infrastructure, and service delivery. However, the judiciary's institutional performance, authority, operational effectiveness, and budgetary growth continue to lag behind the other branches of Government.

The Justice system operates under a hybrid legal framework that integrates formal, customary, and religious systems. However, there are no formal coordination or referral mechanisms between these structures. This pluralistic arrangement highlights the absence of an integrated institutional framework grounded in social and cultural realities, as well as persistent gaps in governance credibility and legitimacy. The lack of a unified structure has resulted in overlapping mandates and procedural inconsistencies, allowing cases to shift between systems and increasing the likelihood of conflicting judgments across parallel justice mechanisms.

Although comprehensive data is limited, early PDP-4 district and community-level consultations in 36 districts revealed that citizens primarily seek justice through religious scholar committees, followed by customary mechanisms. The formal justice system remains the least preferred option. Participants cited low public trust, lengthy trial procedures, political interference, and perceived corruption as key factors discouraging engagement with the formal justice system.

Key legislation including the Puntland Constitution, is currently under review, with proposed amendments under consideration. However, broad-based consultations and public participation in this process have yet to take place. Furthermore, many existing regulatory frameworks are outdated and often contradict each other.

2.2 JUSTICE SYSTEM REFORM SUB-PILLAR

2.2.1 Situational Analysis

The judiciary is formally recognized as the third foundational branch of the Government, and its development began with the establishment of the Government in 1998.



Court trial procedures still rely heavily on penal codes from the former military Government that collapsed in 1991 or laws dating back to the 1960s. Implementation and compliance with the current regulatory frameworks remain weak, reflecting limited institutional capacity and enforcement mechanisms.

Human resource and capacities are limited with inadequate and unsystematic training, as there is no established functional judiciary training institute. Moreover, professional practice standards remain limited due to the absence of operational guidelines and standard operating procedures. Essential support systems such as performance appraisal, procedural monitoring and auditing, and case management and referral mechanism are not yet well established.

Budgetary allocations for justice, forensic laboratories, and human rights institutions remain low compared to other sectors. In 2025, the annual budget for the justice sector, including the custodial corps, was US\$5,520,768. This represents only 4.4 percent of the overall Government budget. Actual spending, however, remains below the allocated amount. Notably, the entire justice branch receives less funding than a single administrative authority within the Executive branch.

This limited budget constrains operational autonomy and undermines the sector's ability to deliver effective and transparent justice services. As a result, key institutions such as the Forensic Laboratory and the Human Rights Commission face serious operational challenges. Staff development initiatives within these institutions were largely donor-driven and have mostly ended with project closures. Furthermore, coordination among justice institutions, human rights protection bodies, and oversight and monitoring mechanisms remains highly fragmented, largely ad hoc, and either weak or non-functional.

Justice and Correctional Infrastructure remain inadequate in terms of space, compliance with standards, and available infrastructure. Of the 36 districts visited during the consultation period, 12 reported having no district-level court premises, while others stated that their courts are currently non-functional.

As a result, residents often seek justice through informal mechanisms or travel to urban areas. This means that nearly 20 districts effectively have no functioning courts, leaving many communities – especially those in remote or lower-tier (Level C) districts – without access to justice.

Formal prison facilities exist only in Bosaso, Badhan, Qardho, Garowe, and Galkayo. Among these, only the prisons in Garowe and Qardho meet the minimum standards for security, rehabilitation, and basic services. Most correctional facilities fall short of national and international standards: they are overcrowded, lack adequate facilities for women and juveniles, and face shortages of clean water, sanitation, electricity, and maintenance. These conditions undermine humane detention and the rehabilitation of offenders.

Human rights and legal services although promoted in policy frameworks, enforcement remains weak. Oversight institutions, such as the Human Rights Defense Commission, lack the resources and authority to conduct regular monitoring. Juvenile justice systems and facilities are underdeveloped, and cases of sexual and gender-based violence are often underreported and settled outside formal justice channels due to stigma and social pressure.

Mobile courts and legal aid programs operate irregularly, rely heavily on donor funding, and are currently underfunded, making them unable to meet public demand. Free legal aid is limited, and the pro-bono system remains informal. Public awareness of basic rights is generally low, and complaint and feedback mechanisms are poorly established, rarely functional, and not well-known to citizens.

Correctional facilities are below standard, are overcrowded, and lack essential services. They provide limited rehabilitation, psychosocial support, or reintegration programs such as vocational or skills training. There are few dedicated rehabilitation centers for children in conflict with the law, while women's prisons are scarce and lack child protection safeguards and appropriate services.



Religious institutions play an important role in promoting social cohesion, moral education, and community dispute resolution. However, their involvement in justice governance is largely unregulated. No formal framework exists to guide collaboration between religious leaders and the formal justice system. Similarly, the absence of regulatory guidelines for mosque administration, Zakat, and Waqf fund management limits the potential of religious systems to support justice, social welfare, and anti-corruption efforts.

Access to justice and vulnerable groups is mixed, and many districts lack formal courts, appointed judges, and registrars. Populations in rural and remote coastal areas face serious shortages in formal justice mechanisms and instead rely on traditional or religious dispute resolution systems. Vulnerable groups – including women, children, and persons with disabilities – face additional barriers due to limited awareness, accessibility issues, and cultural stigma. Addressing these challenges requires greater investment and resource allocation, structural reform, clearer institutional mandates, and a comprehensive functional review to improve efficiency, accountability, and financial autonomy within the justice and human rights sectors.

Inter-clan conflict, dispute resolution and political tensions continue to threaten peace and governance. The Government invests significant effort and resources in mediating these conflicts. Some mediation efforts have achieved lasting peace, but many have produced only temporary solutions because the root causes remain unresolved. In several cases, conflicts have re-emerged repeatedly despite previous settlements. Religious institutions play an important role in promoting social cohesion, moral education, and community dispute resolution. However, their involvement in justice governance is largely unregulated. No formal framework exists to guide collaboration between religious leaders and the formal justice system. Similarly, the absence of regulatory guidelines for mosque administration, Zakat, and Waqf fund management limits the potential of religious systems to support justice, social welfare, and anti-corruption efforts.

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Key Achievements

- The establishment of a Supreme Court marks a historic milestone in completing the legal framework of the justice system. Demonstrating continued commitment to providing essential resources and institutional autonomy would represent another major step toward strengthening the rule of law, ensuring constitutional compliance, and enhancing overall justice sector performance.
- Key institutions including the Forensic Laboratory, Bar Association, Constitutional Court, and Military Court are now functional. Regional courts and prosecutor's offices, including those with female prosecutors, have benefited from improved infrastructure. In addition, specialized prison blocks for women and vocational training programs have been introduced.
- Access to justice for juveniles, women, and persons with special needs has been successfully integrated into the justice sector's policies and regulatory frameworks; however, full implementation remains a concern.



- Periodic monitoring visits by the Ministry of Justice and Human Rights institutions have enhanced prison oversight. Correctional facilities report to the ministry on a daily basis, while judiciary institutions submit regular performance reports. Internal police oversight mechanisms are also in place.
- In recent years Government with partner support has implemented several justice infrastructure projects, including the construction of a High Court building, the rehabilitation of courts, and the provision of essential equipment.
- Justice sector staff have received professional training aimed at strengthening capacity, improving professional standards, reinforcing adherence to the code of conduct, and deepening understanding of human rights principles.
- Public awareness of basic rights, legal procedures, complaint mechanisms, and reporting channels for rights violations remains very limited.
- Coordination among justice institutions, oversight agencies, and human rights bodies is sporadic. Administrative coordination mechanisms such as case recording, data sharing, and evidence management systems are weak or absent, constraining information flow and accountability across the sector.
- The justice sector faces major infrastructure gaps. Many districts lack formal court buildings, while key institutions such as the Human Rights Defense Office and the Forensic Laboratory operate from rented premises. Correctional facilities are few, overcrowded, and often fail to meet minimum standards for space, safety, and access to basic services like water, electricity, ventilation, and sanitation.

Strategic Challenges

- The absence of a clear, integrated framework linking religious scholars, the formal justice system, and customary arbitration has created overlapping mandates and procedural inconsistencies. This allows entities to shift jurisdictions or cases between systems, increasing the risk of conflicting verdicts across parallel structures.
- The Justice system continues to underperform compared to other branches of Government due to limited budget allocations, lack of financial autonomy, and dependence on unpredictable donor support, much of which has declined or ended. Key institutions such as the Forensic Laboratory and the Human Rights Defense Office are struggling operationally because of funding shortfalls.
- Justice institutions face major gaps in human resource capacity and professional standards. There is no systematic professional training, performance appraisal system, or merit-based recruitment process, which affects efficiency and accountability.
- Human rights monitoring across prisons, detention centers, and police stations is inconsistent. Oversight institutions lack both the autonomy and resources required for regular monitoring. Joint inspection missions are infrequent, and available data on rights violations are incomplete.

2.2.2 Strategic Framework

The strategic direction of the justice sector focuses on ensuring equitable access to justice for all through harmonized formal, religious, and traditional systems. It prioritizes the completion of the constitutional review process, strengthening institutional capacity, and promoting fairness, inclusivity, and accountability in legal processes. The framework also emphasizes the mainstreaming of human rights into all institutional reforms, the establishment of accessible complaint and oversight mechanisms, and the protection of vulnerable groups. At the community level, it promotes inclusive conflict prevention and resolution approaches that address root causes of disputes and strengthen social cohesion.

Outcome 1: Accessible and people-centered justice institutions uphold the rule of law and human rights, creating a stable environment that supports economic development.



Outputs:

- Legal frameworks and policies are reviewed and institutional capacities strengthened to enhance the reach and effectiveness of justice institutions.
- Justice sector capacity is reinforced through professional training and a digital case management system.
- Access to justice is expanded across all districts through innovative approaches, restorative justice practices, and improved reporting mechanisms.
- Prison conditions and human rights protections are improved to strengthen correctional systems and safeguard women and vulnerable groups.
- Religious authorities play a greater role in combating extremism, addressing social issues, and promoting unity, tolerance, and moral values.

Key Interventions:

- Complete the constitutional review through inclusive consultations and a public referendum and update key justice laws and policies.
- Establish clear mandates and integration mechanisms between the formal, traditional, and religious justice systems.
- Strengthen the mandate, capacity, and financial autonomy of justice institutions.
- Establish a Judiciary Training Institute and enhance the overall capacity of the judiciary.
- Strengthen the capacity of forensic services, legal aid providers, and human rights defenders.
- Establish separate juvenile facilities and procedures across the state, integrate gender-sensitive practices, and ensure access to justice for persons with disabilities through supportive services.
- Expand justice access to districts by establishing new courts and reintroducing mobile courts.
- Construct, upgrade, and standardize courts, prisons, and correctional facilities to improve accessibility, security, and service delivery.
- Promote religious learning circles in mosques, universities, and schools to strengthen moral education, preserve social values, and foster unity.
- Develop and operationalize faith-based social contribution mechanisms such as Zakat and Waqf funds to support orphans, widows, children in need, and the elderly.

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- Develop and operationalize faith-based social contribution mechanisms such as Zakat and Waqf funds to support orphans, widows, children in need, and the elderly.



Outcome 2: Improved human rights protection and promotion, and safeguarding of fundamental freedoms in line with international principles.

Outputs:

1. Human rights norms and access to justice are mainstreamed across institutional reforms.
2. Access to complaint mechanisms and human rights oversight functions are strengthened.

Key Interventions:

- Develop and integrate human rights training modules into public sector institutional reform programs.
- Establish rights-based monitoring frameworks to track reform implementation.
- Strengthen multi-sectoral collaboration to address violence, discrimination, and exploitation of vulnerable groups
- Establish human rights complaint desks and hotlines in all regions, ensuring confidentiality and protection
- Train community paralegals and local leaders on complaint referral mechanisms and the protection of complainants
- Enhance regular human rights monitoring in prisons, police stations, courts, detention centers, and IDP camps.

Outcome 3: Inclusive and effective conflict prevention mechanisms that complement the efforts of state institutions in resolving disputes and promoting social cohesion.

Outputs:

1. Initiatives address key drivers of conflict, including equitable resource distribution, land management, and women and youth engagement.
2. Community-based conflict resolution committees are established and linked to formal institutions.
3. Traditional dispute resolution mechanisms are modernized and harmonized with the formal justice system.

Key Interventions:

- Develop an Integrated Conflict Resolution Framework combining traditional, Islamic, modern, and insider mediation approaches.
- Strengthen mediation efforts for political, inter-clan, and inter-state conflicts.

- Establish early warning and early action mechanisms to detect and prevent inter-clan conflicts, including trained informants and structured reporting channels.
- Strengthen peace infrastructure and establish district- and community-level committees to manage disputes over natural resources such as land and water.
- Expand community awareness campaigns, media programs, and peace-promoting broadcasts.

2.3 SECURITY SECTOR REFORM SUB-PILLAR

2.3.1 Situational Analysis

Puntland's security system was established in 1998. Subsequently, the State Government has prioritized building and progressively strengthening its capacity. The Puntland Police Force serves as the primary law enforcement agency, responsible for maintaining internal security and protecting citizens and property. The Darawish Force acts as the State's military, addressing insurgent threats, securing borders, supporting counterterrorism operations, and reinforcing police operations in areas with limited law enforcement presence. The Puntland Maritime Police Force (PMPF) is a specialized naval unit responsible for maritime security, including combating piracy, illegal fishing, and conducting coastal surveillance, while also supporting inland counterterrorism operations. The Puntland Intelligence Service Agency (PISA) serves as the principal intelligence agency, focusing on counterterrorism, border security coordination, and providing strategic intelligence to safeguard state stability.

The coordinated efforts of these security organs have been foundational to Puntland's existence and its sustained internal peace over the past 27 years. The security system is grounded in local ownership, unity, and collective responsibility, dedicated to protecting the safety, dignity, and property of all citizens. Throughout its history, Puntland has faced numerous threats, including the Islamic Courts Union, Al-Shabaab, Da'ish, piracy, organized trafficking, and clan or politically triggered conflicts. These challenges have largely been overcome through internal unity, resilience, and self-reliance.



In recent years, Puntland's security forces have achieved significant successes through intelligence-driven operations that dismantled terrorist cells targeting civilians and intellectuals in Galkayo and Bosaso. They also conducted extensive operations against Da'ish militias, primarily foreign fighters, in the remote mountainous areas of Bari, successfully neutralizing the majority of threats during a ten-month campaign. Efforts continue to eliminate remaining militants hiding in ravines. Despite these achievements, the Puntland security system faces ongoing structural, institutional, and regulatory challenges, including gaps in infrastructure, equipment, and technology.

The legal and institutional framework for Puntland's security system remains fragmented and partially outdated. Key security laws – such as the Police Law, Military Court Law, Firearms and Ammunition Law, Private Security Companies Law, and recruitment, promotion, and ranking policies – are either undeveloped or outdated. Much of the current legal framework predates the collapse of the Somali state in 1991 and is inconsistent with modern security realities and governance principles. The absence of updated laws and standardized operating procedures has led to unstructured operations and weak oversight.

The lack of a clear institutional framework has also resulted in an absence of formal, performance-based recruitment, promotion, and ranking systems. Oversight bodies remain underdeveloped, and no dedicated internal or external review mechanisms exist to ensure transparency, compliance, and adherence to the rule of law. This has contributed to personality-driven parallel command structures that undermine the formal chain of command and accountability. Additionally, the composition of security personnel – with mixed national and clan affiliations and widespread possession of heavy weaponry – presents challenges to building a cohesive, professional force grounded in a unified national identity.

In response, Government has introduced a new recruitment approach targeting young professional graduates and providing structured training programs on professional security practices, human rights, operating procedures, and codes of conduct.

While significant, these efforts must be complemented by the development of robust regulatory frameworks, oversight mechanisms, professional human resource management, adequate compensation schemes, and a unified institutional identity. Budget constraints further limit operational effectiveness, as delayed benefits and allowances weaken morale and discipline.

Female participation in security units remains low, particularly in units handling cases involving women, children, and persons with disabilities, limiting gender-responsive service delivery. Moreover, as senior officers retire or pass away, there is an urgent need to provide advanced training in planning and leadership for mid-level officers to ensure institutional continuity.

Puntland's security infrastructure has expanded with eight new police stations and the renovation of five existing stations under PDP-3, bringing the total to 55 police stations and eight regional centers. However, infrastructure remains unevenly distributed, with many stations operating in dilapidated or temporary facilities, and some districts lacking functional stations entirely. Military training facilities and storage centers are outdated and insufficient for current needs, limiting operational readiness. Modern technology adoption is also limited.

To keep pace with emerging security challenges, the system requires modernization, including digital crime management systems, biometric identification and record-keeping, integrated communication networks, modern surveillance equipment, and upgraded weaponry. These measures are critical to improving operational efficiency, enabling evidence-based decision-making, and enhancing the capacity of Puntland's security forces to prevent and respond to threats from terrorist and organized criminal groups.



Key Achievements

- Puntland State has successfully operationalized core security institutions, including the Police Force, Darawish Forces, Maritime Police, and Puntland Intelligence Services. These institutions have evolved into distinct but complementary security organs, each performing critical roles in maintaining internal security, counterterrorism, and maritime safety. The combined efforts of these institutions have been the cornerstone of Puntland's relative peace and stability for over 25 years, ensuring the protection of citizens and property, enabling businesses to thrive, and supporting the provision of social services.
- Security forces have conducted coordinated, intelligence-driven operations that dismantled terrorist cells targeting civilians and officials in Galkayo and Bosaso. Operations against Da'ish strongholds in the mountainous areas of Bari region continue following a sustained, self-reliant 10-month campaign.
- Efforts to reform the security system include a new recruitment approach targeting young professional graduates, alongside structured training programs covering security operations, human rights, standard operating procedures, and codes of conduct. Over the past five years, nearly 20 batches of security personnel have graduated, contributing to the professionalization of the force.
- A community policing policy has been developed and is pending cabinet approval. Community policing programs were introduced in 21 districts, with safety committees established in collaboration with local businesses and neighborhoods. Four civilian oversight committees were also established to enhance accountability.
- Human rights and gender mainstreaming initiatives have been integrated into the security services through capacity building, policy development, and recruitment of female officials. Training on gender-sensitive service delivery was provided to 500 personnel. On average, 17 gender-based violence cases are investigated annually, and the number of women in security has increased by approximately 24 per year. Despite these modest gains, more systematic integration of human rights principles remains necessary

- The physical footprint of security institutions has expanded, with eight new police stations constructed and fully equipped, and five existing stations renovated. These improvements enhanced law enforcement accessibility and presence across the state. Operational effectiveness was further supported with the provision of 22 vehicles, five mobile call center units, 25 vehicle tracking systems, and 50 VH communication systems.

Strategic Challenges

- The security system continues to operate under institutional, legal, and policy frameworks that are largely outdated. Existing laws and policies are misaligned with modern governance standards and evolving security realities, limiting the sector's ability to respond effectively to contemporary threats.
- The sector suffers from weak and fragmented institutions due to the absence of clear frameworks, standardized procedures, and formal oversight mechanisms. This has led to inconsistent operations, limited coordination, and weak accountability across security agencies.
- There is no performance-based recruitment, promotion, or ranking system in place, and structured training programs are insufficient. This has created significant human resource management gaps, limited strategic leadership capacity, and fostered a culture of non-merit-based promotions, which in turn has encouraged the emergence of personality-driven, parallel command structures.
- Disarmament of civilians and the removal of clan-held weapons have been a longstanding reform goal. However, weak governance, perceived favoritism, and low trust in security forces have hampered these efforts. Effective disarmament and the control of arms smuggling remain critical to long-term stability.
- The security personnel consist of mixed national and clan affiliations, and the widespread possession of heavy weaponry by civilians, coupled with parallel command structures, undermines the establishment of a cohesive, professional force based on a unified national identity.



- While the sector has gradually expanded, many police stations, training academies, and storage facilities remain old or non-functional. Additionally, modern technologies – such as digital crime management systems, biometric identification, integrated communication networks, and advanced surveillance tools – are minimally integrated, constraining evidence-based operations and information sharing.
- The sector faces ongoing threats from terrorism, arms proliferation, organized drug and human trafficking, clan conflicts, and cross-border crimes. These risks continue to challenge operational readiness, coordination, and effective response.
- Delays in the disbursement of benefits and allowances have consistently undermined personnel morale. Limited financial resources further constrain operational effectiveness and long-term strategic planning. While international partners have historically supported infrastructure, training, and capacity building, declining donor engagement has created significant funding gaps.

2.3.2 Strategic Framework

Outcome 1: Accountable, efficient and community-responsive security institutions that ensure public safety, uphold the rule of law, and foster trust between citizens and law enforcement.

Outputs:

- Legal frameworks and policies are reviewed, and institutional capacities strengthened to improve the overall effectiveness of security personnel.
- The capacities of security sector personnel have been enhanced through training on human rights, gender sensitivity, and professional standards, while human resource management systems have been improved to support a merit-based approach.
- Police and security sector accountability have been strengthened through improved oversight and public complaint mechanisms, while community policing models have been expanded at the local level to rebuild public trust.

- Initiatives addressing key drivers of violence – including violent extremism, trafficking, piracy, arms proliferation, and climate-related conflicts – have been reinforced alongside De-mining and Disarmament, Demobilization, and Reintegration (DDR) programs.

Key Interventions:

- Enact and review key security laws, including the Firearms and Ammunition Law, Private Security Companies Law, Puntland Military Court Law, and Puntland Police Law.
- Provide specialized training for police and security personnel on standard operating procedures, use of force, policing standards, criminal investigations, and human rights protection.
- Develop and implement a merit-based recruitment, promotion, and ranking policy for security personnel
- Offer capacity-building programs for commanders and technical units focused on institutional planning, leadership, and strategic thinking to improve operational effectiveness.
- Recruit more female police and criminal investigation officers, particularly to handle cases involving women, children, and persons with disabilities, ensuring their safety and protection.
- Expand security sector infrastructure through the construction of new police stations, and the rehabilitation of existing stations, military academies, and operational facilities.
- Upgrade and modernize security force equipment, vehicles, and technological systems to enhance counter-terrorism capabilities and operational efficiency.
- Operationalize an integrated digital security information system to strengthen case management, biometric data collection, incident reporting, communication, and overall coordination.
- Establish and activate an internal police oversight mechanism to monitor security operations, promote transparency and accountability, and build public trust.



- Scale-up community policing programs and establish Local Level Police Boards to improve community–police cooperation through local safety initiatives.
- Strengthen maritime security by institutionalizing the PMPF and training the Coastline Unit to effectively combat terrorism, piracy, illegal fishing, and other maritime threats.
- Implement trust-building and stakeholder engagement initiatives to support the gradual nationalization and regulation of heavy civilian-owned arms.





PILLAR THREE

ECONOMIC DEVELOPMENT



PILLAR THREE: ECONOMIC DEVELOPMENT

4.1 INTRODUCTION

The Puntland economy was valued at USD 3.12 billion in 2024, recording a real Gross Domestic Product growth rate of 3.3 percent.^[1] Adjusted for inflation, the economy has demonstrated resilience, driven primarily by growth in household consumption and, to a lesser extent, by gross fixed capital formation. Imports continue to dominate the GDP structure, accounting for 69.9 percent – mainly consisting of food and construction materials – largely financed by remittances from the diaspora (see Figure 1: GDP components 2012-2024).

Household consumption expenditure remains the largest component of GDP, increasing by 2.2 percent in real terms and USD 4.39 billion in nominal terms in 2024, followed by a 13.9 percent rise in Government consumption. Investment, however, declined by 2.8 percent. Exports grew significantly by 28.2 percent, while imports continued to expand at an annual rate of 3.1 percent ^[2] (see Figure 1: GDP component - 2012-2024).

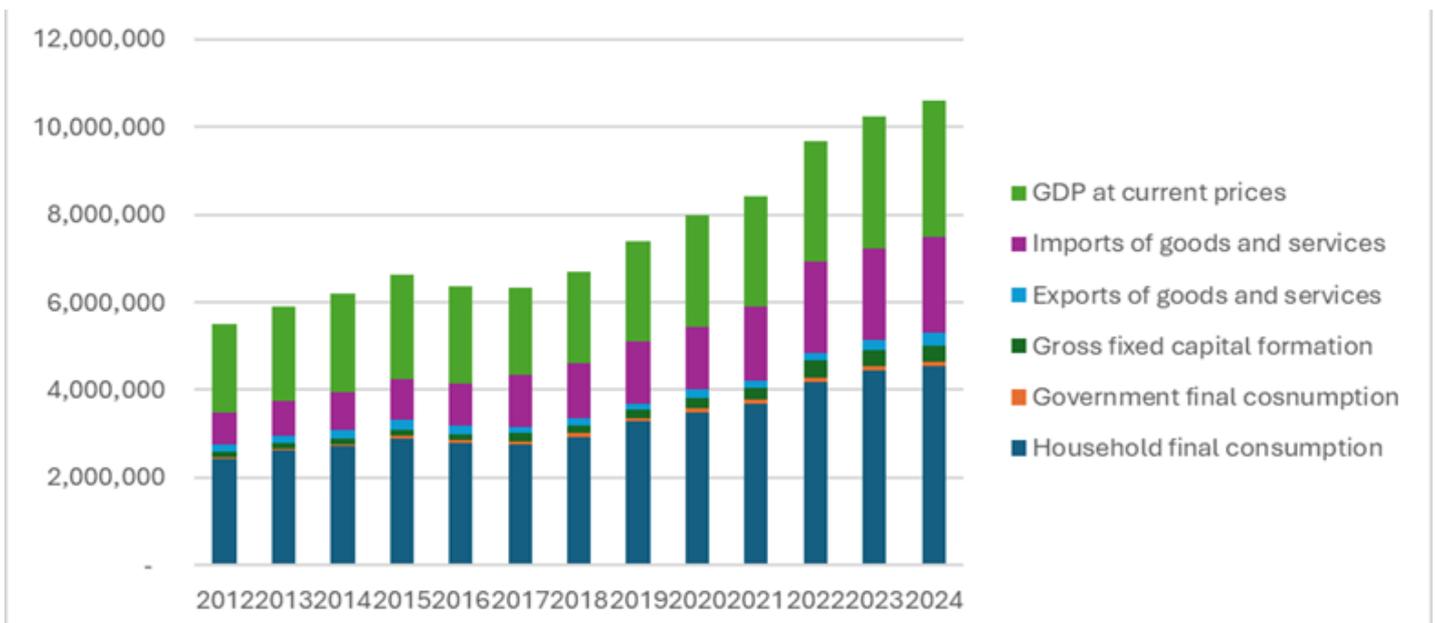


Figure 1: GDP component - 2012-2024

Agriculture and services remain the key drivers of growth and employment in Puntland. Agriculture contributes over 60 percent of GDP, with the livestock subsector alone accounting for 40 percent of growth and 91 percent of export earnings. Nonetheless, several challenges – such as climate change, inadequate infrastructure, water scarcity, disease outbreaks, and limited processing capacity – continue to constrain agricultural performance and impact food security. The private sector is dynamic but remains largely informal due to the absence of strong regulatory institutions.

Although the economy shows considerable potential, major challenges to achieving sustainable development persist, including:

- Limited domestic revenue generation (tax-to-GDP ratio of 3.15 percent)
- Heavy reliance on imports (over 69 percent of GDP)
- Dependence on livestock for over 90 percent of external cash inflows
- High youth unemployment (28.4 percent)
- Climate change impacts and infrastructure deficits
- Limited regulatory frameworks across Government institutions



The overarching goal of the Economic Development Pillar is to promote inclusive growth and job creation by fostering sustainable investment in productive sectors such as agriculture and fisheries, while advancing infrastructure development, regulatory reform, and private sector growth.

The key components of the economic development pillar are as follows:

- 1. Productive Sector:** the economy is primarily driven by agriculture, including livestock, crops, and marine resources. Livestock alone provides 40 percent of employment and 91 percent of external earnings. Fishing and natural resources, such as myrrh, offer opportunities for diversification despite their limited current GDP contribution. Puntland's 1,640 km coastline is rich in high-value fish species, supporting coastal livelihoods and long-term economic potential, although currently contributing only 2 percent to GDP.
- 2. Public Infrastructure:** Puntland has made progress in infrastructure, particularly in roads, airports, ports, and IT as Road network spans 5,651 km, with 774 km paved (13.6 percent), Investments in Bosaso and Garowe airports and Bosaso and Garacad seaports. In the IT sector with about 25.9 percent of the population aged 10+ have internet access, with 96 percent using mobile data. According to Energy sector, approximately 54.2 percent of the population have electricity; average cost is U\$0.8/kWh^[3] and recent investments include U\$36 million in renewable energy and over U\$10 million in road infrastructure, highlighting a commitment to economic transformation.
- 3. Business Sector:** The private sector drives services such as telecommunications, finance, transport, trade, and construction. Over 60 percent of businesses operate informally, and less than 20 percent of MSEs have access to formal banking services.^[4]
- 4. Macroeconomic Environment:** Puntland lacks an effective monetary policy and requires significant reform. While fiscal space has shown improvement, resources remain limited and focus areas for improvement include:
 - Domestic revenue mobilization
 - Fiscal expenditure management
 - Monetary and structural reforms
 - Reducing unemployment
 - Trade facilitation

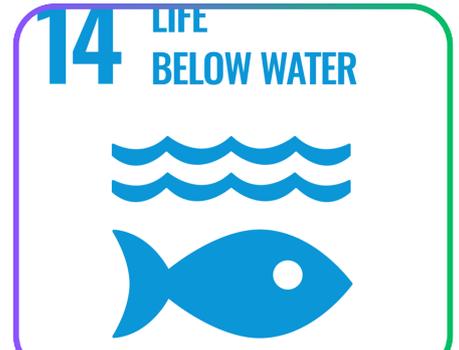
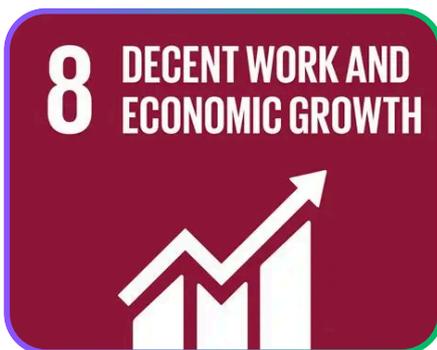
PILLAR VISION

To build a sustainable and resilient economy driven by investment in productive sectors and supportive infrastructure, including human capital, transport, energy and an enabling business environment that promotes inclusive growth, citizen wellbeing, and ecosystem sustainability.

Pillar 3: Economic Development contributes to the following Sustainable Development Goals:

- **SDG 1: No Poverty** – Eradicate extreme poverty, reduce poverty in all forms, implement social protection, ensure equal access to resources, and build resilience to shocks.
- **SDG 2: Zero Hunger** – end hunger, end malnutrition, double small-scale agricultural productivity, promote sustainable agriculture, and protect genetic diversity.
- **SDG 5: Gender Equality** – end discrimination and violence, eliminate harmful practices, equal participation in leadership, equal access to resources and services, enforce gender-equal.

- **SDG 7: Affordable and Clean Energy** – universal access to modern energy, increase renewable energy share, improve energy efficiency, and international cooperation on clean energy
- **SDG 8: Decent Work and Economic Growth** – sustain economic growth; increase productivity & diversification; full & productive employment; protect labor rights; reduce youth unemployment; promote entrepreneurship
- **SDG 9: Industry, Innovation, and Infrastructure** – develop resilient infrastructure, inclusive industrialization, promote innovation and technology financial access; sustainable infrastructure in developing countries
- **SDG 12: Responsible Consumption and Production** – the Sustainable consumption patterns, reduce waste, manage resources sustainably, and promote corporate sustainability
- **SDG 14: Life Below the Water** – reduce marine pollution, protect coastal/marine ecosystems, reduce overfishing and ocean acidification, and conserve marine areas
- **SDG 15: Life on the Land** – protect and restore terrestrial ecosystems, halt deforestation and biodiversity loss, conserve genetic resources, and promote sustainable land management.





PILLAR THREE THEORY OF CHANGE

Economic transformation in Puntland requires strengthening productive sectors, modernizing infrastructure, expanding access to energy, and creating an enabling environment for private-sector-driven growth. The Theory of Change for Pillar Three is based on the principle that inclusive, sustainable economic growth emerges when institutions are effective, markets function efficiently, and households have equitable access to economic opportunities.

If the government adopts coherent economic policies, strengthens institutional efficiency, and strategically invests in productive sectors, affordable energy and climate-resilient infrastructure, then Puntland will achieve diversified economic growth, increased employment, and improved household income across all regions and social groups.

This shift will be driven by:

- Enhancing institutional effectiveness and regulatory frameworks, ensuring transparency, accountability, and a conducive environment for business and investment.
- Promoting sustainable growth in key productive sectors—livestock, fisheries, agriculture, and trade—backed by strengthened value chains and improved market systems.
- Expanding and modernizing infrastructure, including transport, water, ICT, and climate-resilient public assets that enable mobility, connectivity, and economic activity.
- Improving sustainability in energy and extractive industries, including renewable energy expansion, responsible resource management, and private sector participation.
- Promoting job creation, entrepreneurship, and MSME development with a focus on youth and women, enabling broader economic participation.
- Strengthening domestic revenue mobilization and public financial management, increasing the government's fiscal space to support service delivery and development investment.
- Improving economic resilience through disaster-responsive systems, financial inclusion, and diversified livelihoods.

Through these strategic shifts, Puntland will build a strong, resilient, and equitable economy capable of generating sustained growth, reducing regional disparities, and ensuring widespread economic opportunity. This economic foundation will serve as a critical pillar for long-term prosperity, stability, and improved social wellbeing.

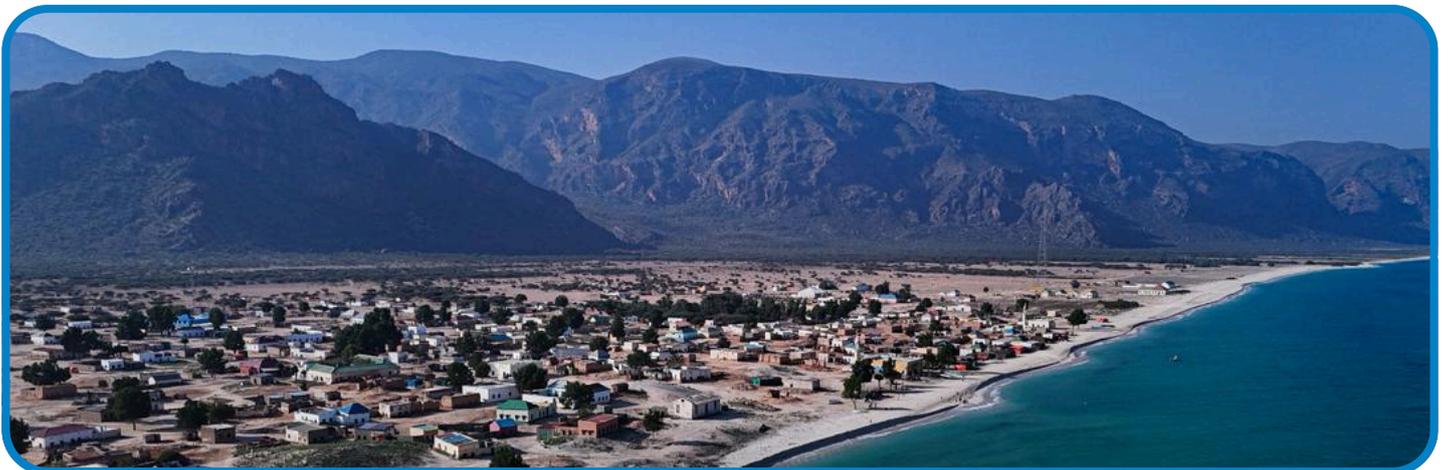




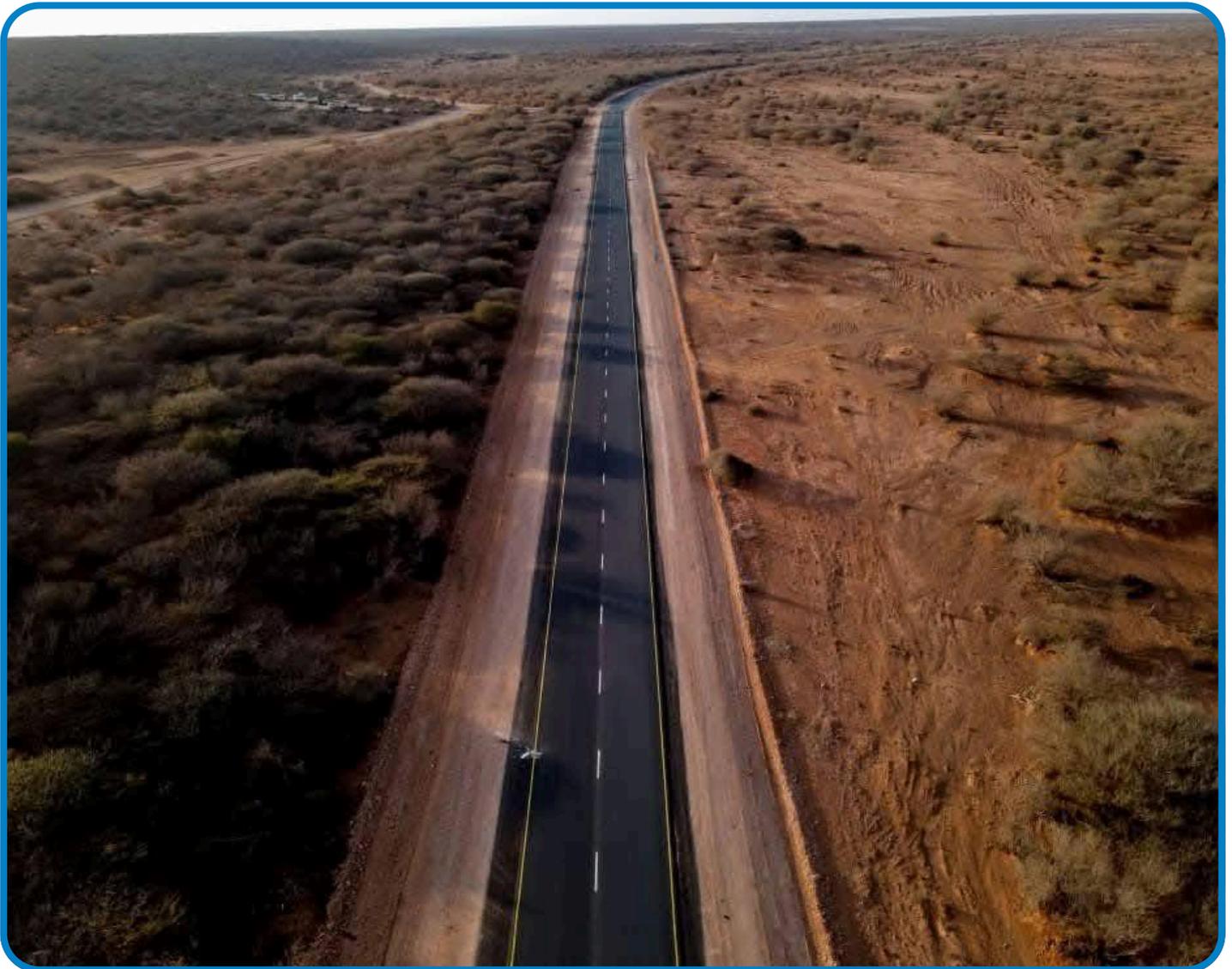
TABLE 1: PILLAR 3 THEORY OF CHANGE ILLUSTRATION

Pillar 3 Goal	Inclusive, sustainable economic growth that reduces poverty and create decent jobs
Challenges	<ul style="list-style-type: none"> • A stagnant, low-productivity, import-dependent, and reliant to climate-sensitive economic sectors (Livestock, Fishing and crop farming). • Higher poverty, unemployment and food insecurity rates • Weak regulatory frameworks, fragile institutions, and significant skills and technology gaps. • Limited domestic revenue generation and constrained fiscal space. • Inadequate infrastructure and persistent energy constraints. • Limited financial services and inclusion, coupled with constrained market access. • Weak institutional capacity and poor coordination in the private sector.
Interventions	<ul style="list-style-type: none"> • Enhance regulations; improve institutional capacity and systems to enable business & investment. • Implement climate-smart agriculture practices, improve rangeland management, and strengthen veterinary and surveillance services. • Promote domestic production, economic diversification, value addition, and effective value chain management. • Foster invests in transport infrastructure, affordable clean energy, digital connectivity, and trade hubs • Improve financial inclusion and services, and support SMEs, microfinance, entrepreneurship, and research and development. • Strengthen PFM, domestic revenue mobilization, and performance-based budgeting.
Outputs	<ul style="list-style-type: none"> • Harmonized sectoral policies and frameworks and strengthened institutional performance and coordination. • Enhanced transport infrastructure and connectivity, and improved access to affordable clean energy, • Improved production and resource management practices, and systems; enhanced economic diversification and value addition, • Increased domestic production capacity and food security and reduced trade deficit • Improved financial, banking and loan services accessibility to all including SMEs, and young entrepreneurs • Enhanced domestic revenue and created a conducive business and investment environment. • Expanded job creation and employment opportunities
Outcomes	<ul style="list-style-type: none"> • Enhance institutional efficiency, effectiveness, transparency, and accountability. • Driving Productive sector Growth and Sustainability • Expanded Sustainable and Climate-Resilient Infrastructure • Improved Sustainability of Energy and Extractive Industries • Enhanced government fiscal space and strengthened service delivery capacity. • Improved citizen’s economic wellbeing.
Impact	<ul style="list-style-type: none"> • Strong, sustainable, resilient, and equitable economy benefiting all communities.



KEY ENABLERS

- Stable security and political environment to facilitate infrastructure development, private sector growth, and public service delivery.
- Policy and regulatory frameworks create an enabling environment for economic growth.
- Institutional capacity development to strengthen Government institutions and coordination mechanisms.
- Government commitment to ensure sustained political will and effective functioning of institutions.
- Private sector participation to expand investments, innovation, and job creation.
- Improved infrastructure, particularly in transport and energy, to lower logistics costs and enhance regional integration.
- Adequate funding combining domestic contributions, donor support, and private investment, to ensure successful implementation of PDP-4.



4.2 ENHANCING THE RESILIENCE OF PRODUCTIVE SECTORS SUB-PILLAR

4.2.1 LIVESTOCK SECTOR

Situational Analysis

The livestock sector is a major source of livelihood, directly or indirectly engaging around 60-65 percent of the population. It supports a wide range of participants, including traders, butchers, transporters, and input suppliers who provide feed and veterinary services.^[5] The sector is structured around three main production systems: nomadic pastoralism, transhumance, and peri-urban livestock production, making it the largest and most vital economic sector.

As of 2024, the livestock population was estimated to be 23.4 million livestock, or over 25 percent of Somalia’s total livestock population. Of the estimated 23 million animals, goats account for 54.7 percent, followed by sheep at 34 percent, highlighting the predominance of small ruminants in the region’s livestock composition (see Figure 2: Livestock population).^[6]

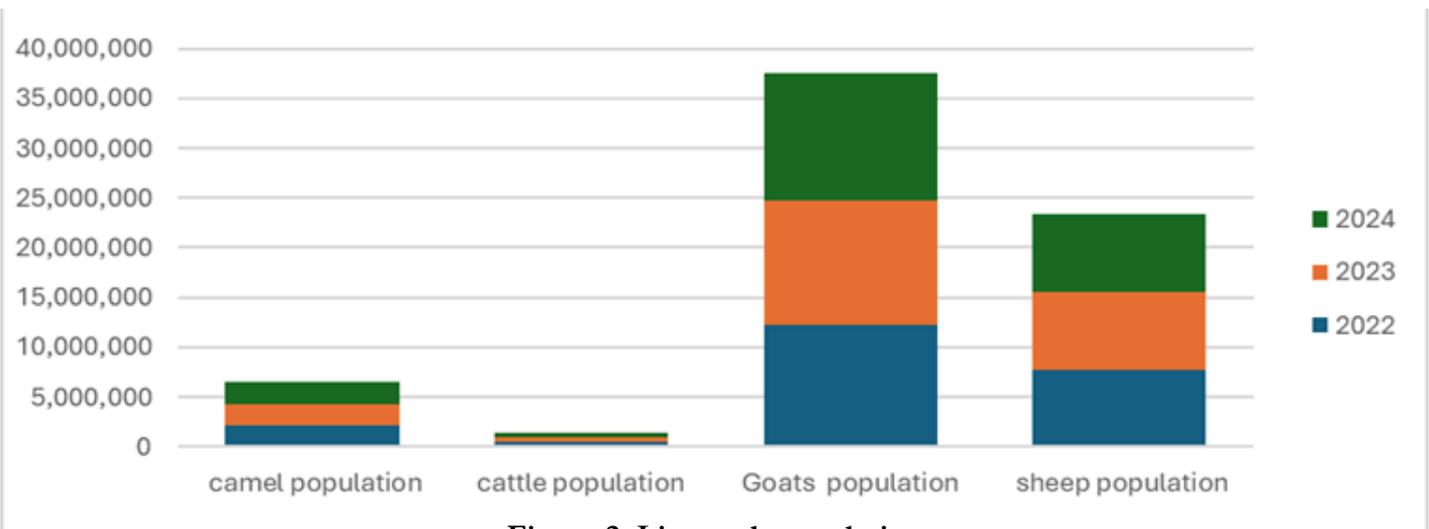


Figure 2: Livestock population

Puntland exported an estimated 2,573,207 live animals to Gulf countries in 2024 (See Figure 3: Livestock exports - 2022-2024), valued at approximately USD 282 million.^[7] The sharp increase in exports followed the lifting of export bans, improved weather conditions, and rising international demand. Live sheep and goats account for about 95 percent of total exports, as importing countries prefer small ruminants over large animals. Despite being a major livestock producer, Puntland has opportunities to diversify exports through value chain and by-product development.^[8]

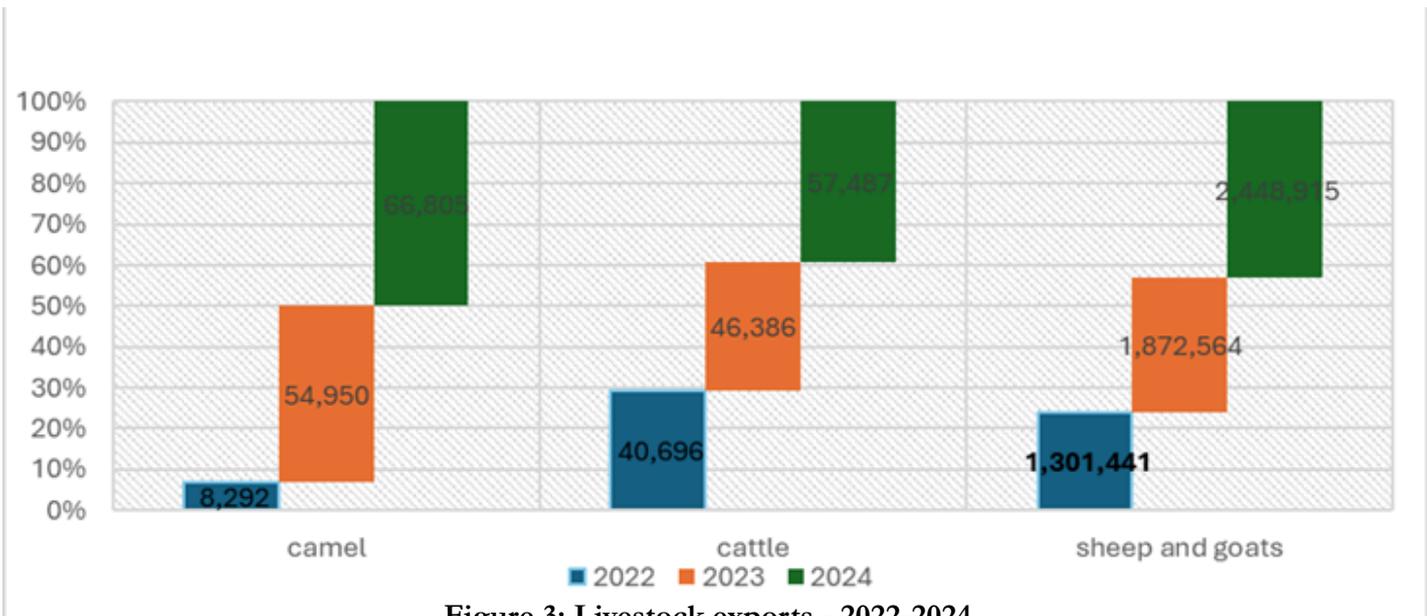


Figure 3: Livestock exports - 2022-2024

Key Achievements

During PDP-3 the livestock subsector achieved significant milestones including the 15 million animals vaccinated against major diseases while 10.9 million were targeted against endemic disease, marking a substantial public health achievement.^[9] Furthermore, the establishment of 13 new veterinary clinics improved access to animal health services across multiple regions. These interventions supported livestock exports – reinforcing the sector’s central role in Puntland’s export trade. The legal framework was also advanced with the enactment of the Milk Act and the Quarantine Act, marking significant improvement in regulatory oversights.

Strategic Challenges

- Fodder shortages and degraded grazing lands reduced livestock productivity
- Inadequate veterinary services lead to increased disease prevalence and reduced animal health
- Frequent disease outbreaks such as Rift Valley Fever also diminished herd sizes and affected market access driven by export bans
- Climate vulnerability disrupted production cycles and resulted in large-scale livestock losses during droughts
- Poor infrastructure and supply chain disruptions hampered market access and increased transaction costs
- Limited quality control certification gaps making it difficult to meet international standards, leading to export bans.



4.2.2 CROP PRODUCTION

Situational Analysis

Despite the region’s semi-arid and arid climate, agriculture is an important economic activity in terms of its contribution to GDP and food security. The sector is dominated by smallholder rainfed and irrigated farms, typically ranging from 1 to 3 hectares and accounting for about 90 percent of total agricultural activity (see figure 4: Puntland’s agriculture profile).^[10]

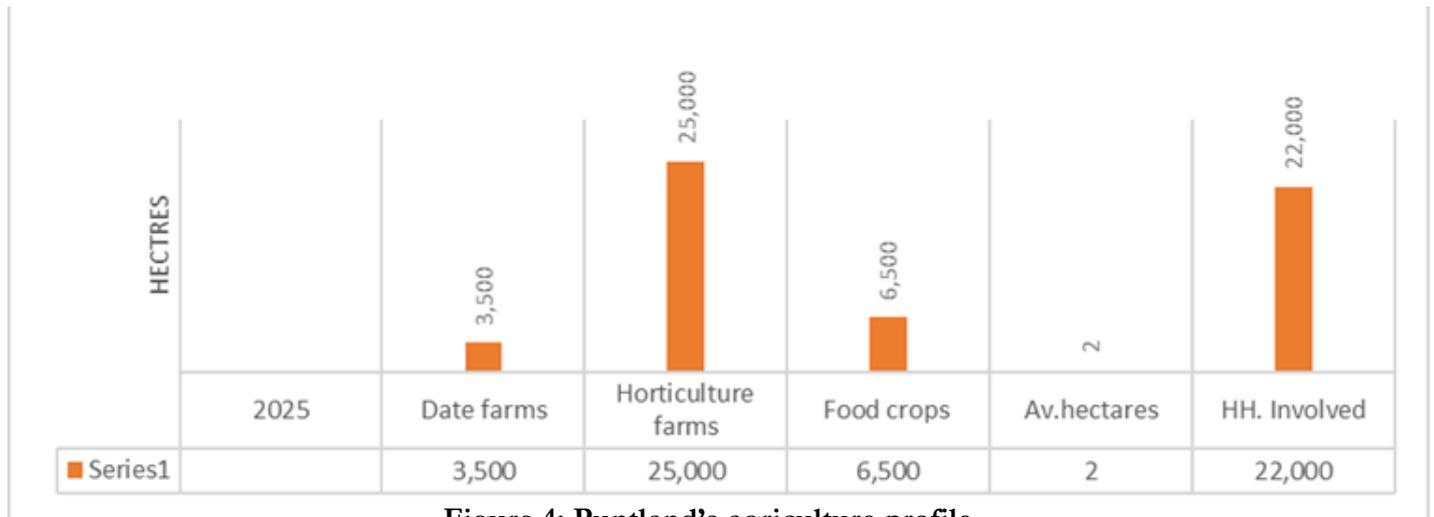


Figure 4: Puntland’s agriculture profile

Although its direct contribution to GDP is modest, Puntland is endowed with valuable water resources, including the Nugaal Valley and extensive groundwater reserves, which could be effectively utilized for irrigation to enable year-round crop production. The adoption of modern farming technologies – such as solar-powered irrigation, drip systems, and greenhouses – is improving water efficiency and protecting crops from adverse climatic conditions.

While some areas face challenges of limited soil fertility, the use of improved land management practices and organic fertilizers is helping to restore and enhance soil health and productivity. Nearly 80 percent of irrigation water in Puntland is drawn from aquifers, though an increasing number of farms are investing in solar-powered irrigation systems, which can recover their initial costs within three years.

According to the Ministry of Agriculture and Irrigation, there are currently around 35,000 farms across Puntland, with approximately 45,000 hectares under cultivation. However, only about 5 percent of Puntland’s 3 million hectares of arable land is currently irrigated.^[11]

Date cultivation, which has historically been an integral part of Puntland’s oasis agriculture and is well suited to the region’s semi-arid and arid climate, has declined in significance over time. However, the approximately 3,500 date farms – along with mixed date and horticultural farms – still account for the majority of Somalia’s date palm production.^[12]

Despite limited data and information on the performance of the crop subsector, frankincense production continues to play a crucial role in the socio-economic development of the semi-arid regions, particularly in Bari and Sanaag (see Figure 5: Frankincense exports – 2020-2024).^[13]

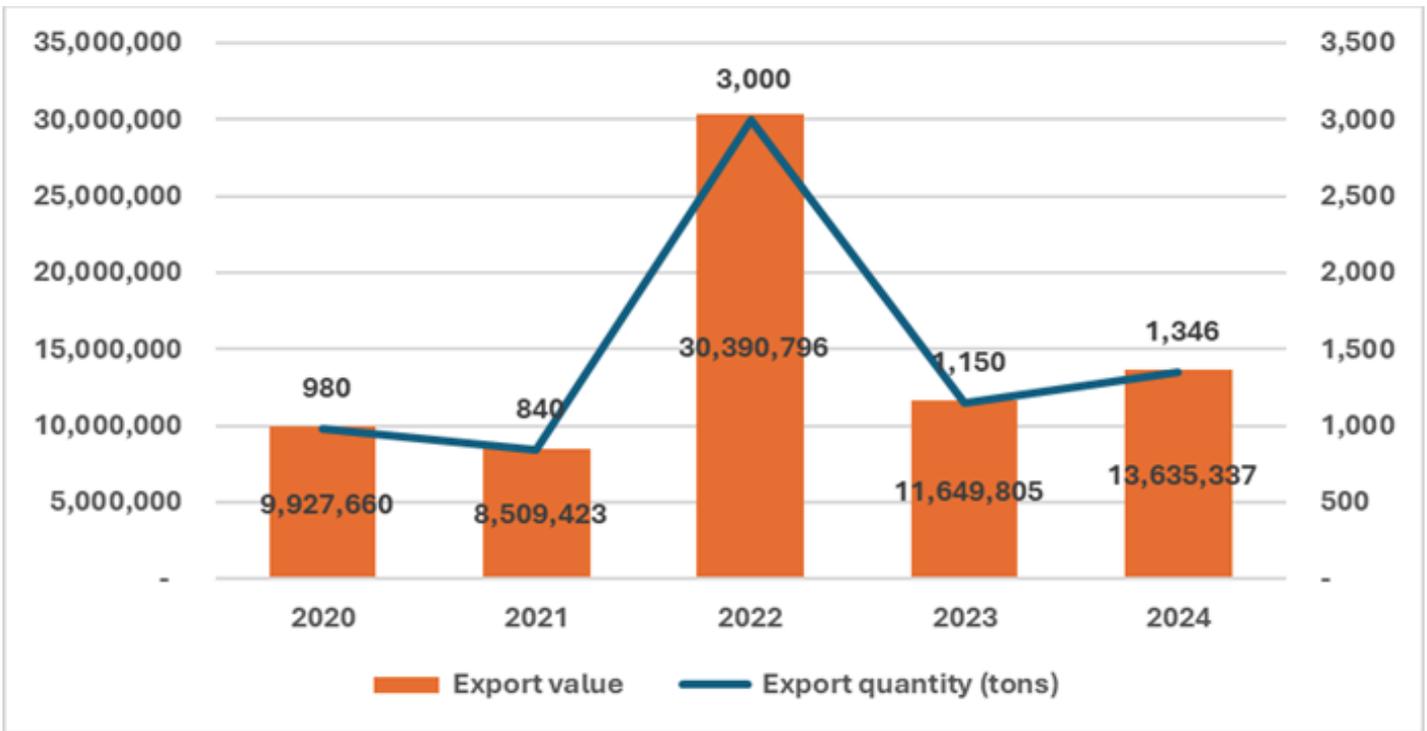


Figure 5: Frankincense exports - 2020-2024

Frankincense production remains one of Puntland’s most distinctive and culturally rooted economic activities, particularly in the Bari and Sanaag regions where the *Boswellia* trees naturally thrive. The subsector is largely community-driven, providing livelihoods for thousands of households engaged in tapping, collection, and trade. In 2024, Puntland exported approximately 1,346 tons of frankincense, generating an estimated USD 13,635,337 in external earnings. Despite fluctuations in global value trends, the sector continues to play a vital role in Puntland’s rural economy, contributing significantly to household incomes, foreign exchange earnings, and the preservation of traditional livelihoods.^[14]

Key Achievements

The crop subsector recorded significant progress during PDP-3. According to the endline Evaluation Report from Ministry of Planning Economic Development and International Cooperation (MOPEDIC), a total of 12,300 farmers received training on improved farming techniques, while 1,300 kg of certified seeds were distributed to boost crop yields. To strengthen animal feed production and enhance climate resilience, over 1,300 fodder farms were established.

Irrigation infrastructure also saw notable improvement, with the construction of 150 shallow wells and the distribution of 700 motorized water pumps – greatly improving water access and agricultural productivity.^[15] In addition, Government efforts focused on promoting climate-smart agriculture, expanding access to certified seeds and solar-powered irrigation systems, and establishing demonstration farms to share best practices across farming communities.

Strategic Challenges

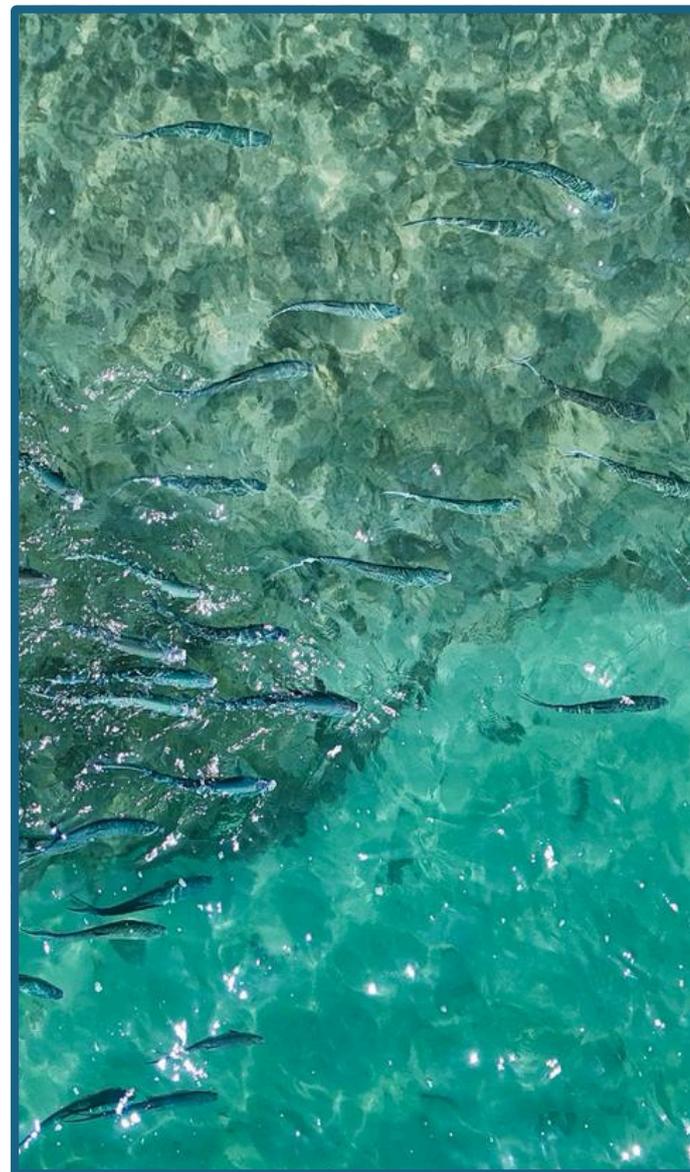
- Recurring droughts, floods, and environmental degradation have reduced agricultural productivity, making farming less viable
- Limited irrigation capacity and outdated farming practices have constrained the sector's performance
- Insufficient investment in infrastructure and modern farming technologies has hindered the growth of the agricultural sector
- Water scarcity and limited access to alternative water catchments have negatively affected agricultural production
- Poor-quality agricultural inputs and inadequate pest control remain major challenges to agricultural transformation
- Weak regulation of seeds and fertilizers, along with the absence of a comprehensive agricultural land use policy, has further constrained sector performance
- The lack of agricultural research laboratories and extension services continues to impede sectoral development.

4.2.3 FISHERY SECTOR

Situational Analysis

Despite Somalia having the longest coastline in Africa, Puntland possesses a significant Exclusive Economic Zone with substantial fishing potential. Its marine ecosystem is part of one of the world's largest upwelling systems, driven by monsoon-generated currents that bring cold, nutrient-rich waters along the northeast coast of Puntland – particularly between Ras Asayr and Ras Mabber – from May to August.^[16] These upwelling zones are characterized by high primary productivity and abundant marine biomass, offering considerable economic opportunities for fisheries development.

The majority of fishermen engage in traditional, small-scale subsistence fishing, using relatively small boats and manual equipment. The fisheries sector is largely artisanal, with over 85 percent of fishers operating low-capacity vessels. High-value species such as yellowfin tuna remain the primary target due to their strong export potential, with market prices averaging around US\$2.20 per kg.^[17] The sector's contribution to GDP increased from 0.9 percent in 2020 to 2.9 percent in 2023, reflecting growing recognition of its economic importance.^[18] Despite abundant untapped marine resources, Puntland's fish production averaged about 43,586 tons between 2020 and 2024. Notably, the past two years recorded the highest harvests – 59,300 tons and 51,230 tons respectively – indicating a positive growth trend in the fisheries industry.^[19]



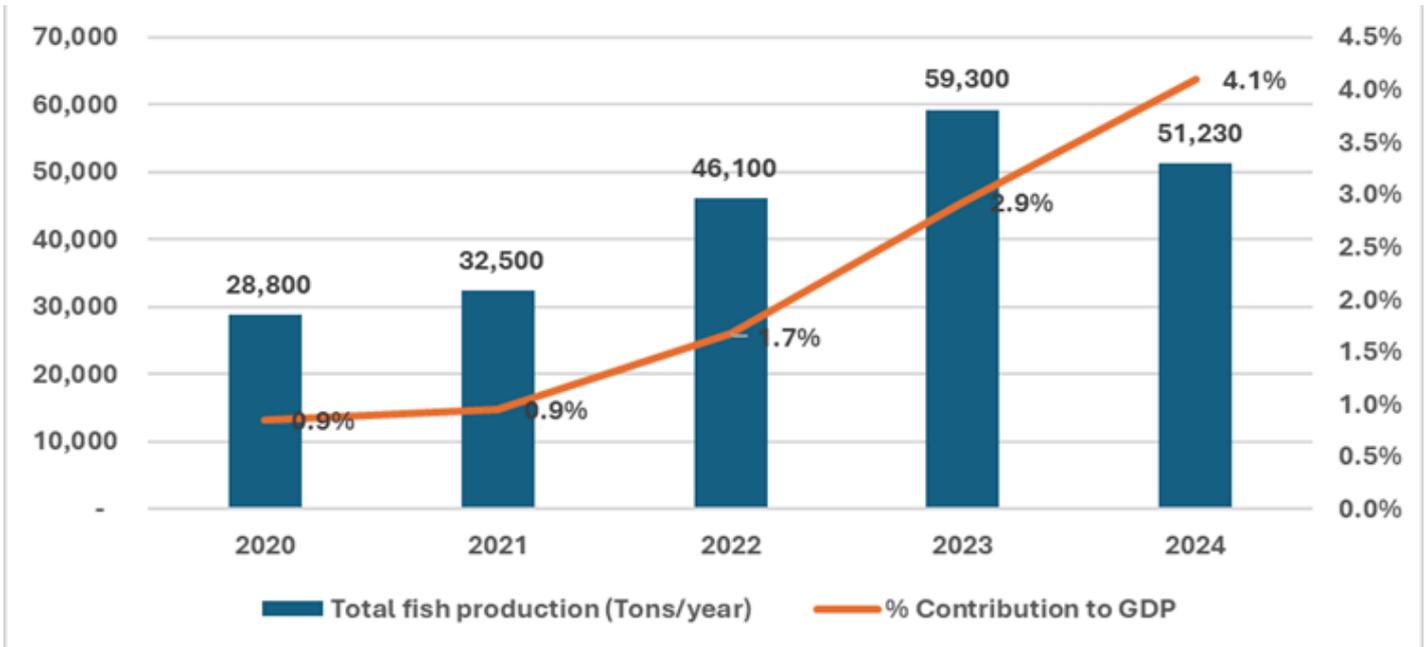


Figure 6: Annual fish catch and contribution to GDP 2020 - 2024

While there is substantial increase of fish production, the consumption per capita is below the normal level as it stands an average of 3.1kg per annum as of 2024. However, export performance remains modest and enhanced external earnings despite limited data. The recent data obtained from the ministry indicates volatile trend of fish export revenue. In 2024, the external revenue of fishing export was US\$128 million with roughly 51,230 tons exported.^[20]

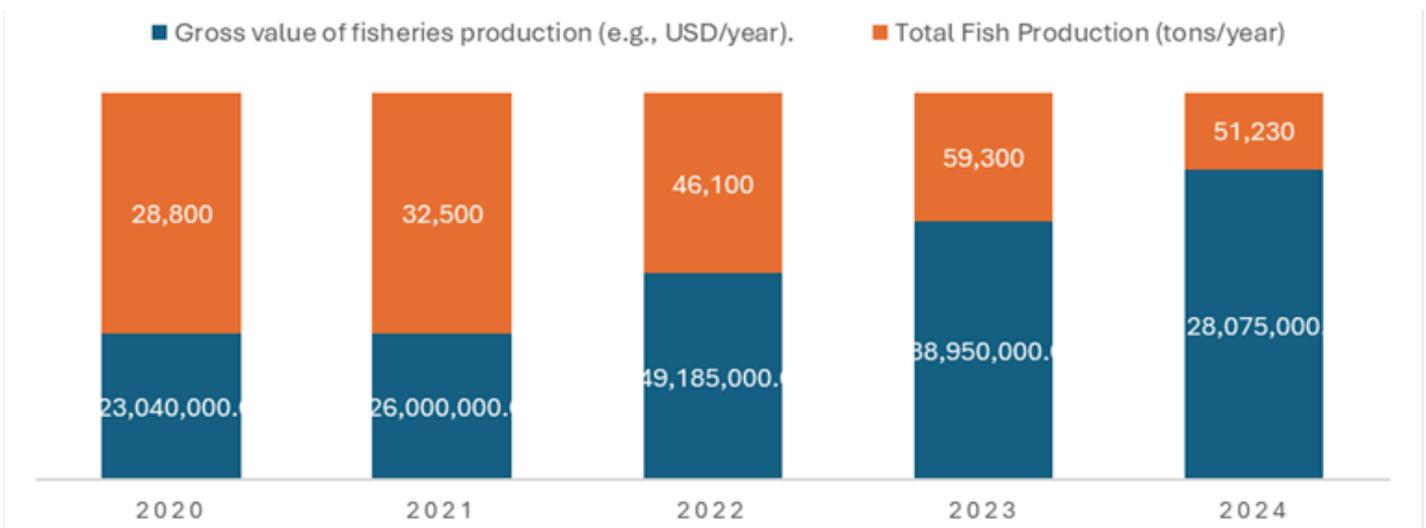


Figure 7: Fisheries production and value 2020 - 2024



Recent data from the Ministry of Fishing and Marine Resources (MOFMR) in Puntland indicate that the annual fish catch, based on traditional artisanal methods, is approximately 66 tons per year. However, only 23 percent of this catch is processed locally, reflecting a significant capacity gap and limited technical expertise in fish processing (see Figure 8: Production and local processing capacity 2020 - 2024).^[21]

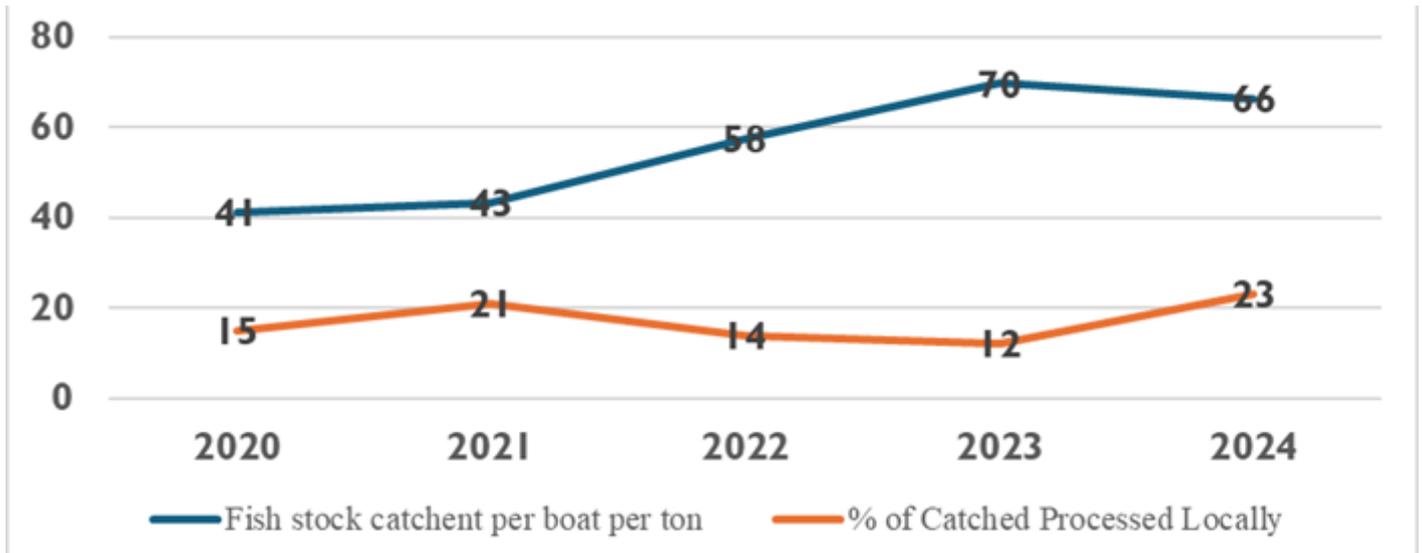


Figure 8: Production and local processing capacity 2020 - 2024[1]

The sector continues to face significant post-harvest losses exceeding 20 percent annually, primarily due to limited cold chain infrastructure and inadequate processing facilities. Current fish storage capacity in Puntland of 1,045 tons is insufficient to meet domestic consumption and export demand.

Key Achievements

During the previous PDP-3, the fisheries sector achieved significant milestones. These included the construction of two fish processing plants and the procurement of seven refrigerated trucks, which enhanced cold chain systems, reduced post-harvest losses, and expanded market access. These measures helped lower post-harvest losses, which were previously estimated to exceed 20 percent annually. Additionally, eleven new fish markets were developed, supporting coastal economies and fisher livelihoods.

The sector also recorded a 15.5 percent reduction in IUU fishing, falling short of the 50 percent target due to limited enforcement capacity and resources. Other achievements included the adoption of the Fish Quality Assurance Act and the deployment of solar systems at 14 landing sites to support energy needs for refrigeration and processing.

Looking ahead, the MOFMR has developed a strategy focused on institutional capacity building, investment in cold storage and logistics, and strengthening fishery cooperatives. Planned initiatives include the operationalization of landing sites with digital data collection, construction of modern fish markets, and promotion of aquaculture as a supplementary source of livelihood and nutrition.



Strategic Challenges

- Insufficient cold storage facilities have led to spoilage and reduced the quality of fish sold in Puntland markets
- Few fishing jetties exist across the country, and key sites like Hafun, which could support artisanal fishers, are not fully functional
- There is insufficient infrastructure for value addition through fish processing
- The coastline has few designated beaches landing sites, restricting safe and efficient offloading of catches
- Micro, small, and medium fish traders have limited financial facilities to expand their businesses, leading to many operations being conducted informally
- Difficult-to-reach coastal areas reduce accessibility to potential fishing resources and markets.

4.2.4 Strategic Framework for the Productive Sector

Despite existing challenges, including limited infrastructure, constrained institutional capacity, and the devastating impacts of climate change, the fisheries sector has demonstrated resilience by providing livelihoods and employment for a significant portion of the Somali population. Moreover, the sector holds substantial potential for growth and can play a key role in transforming the economy toward greater prosperity.

Outcome 1: Improved institutional, policy, and regulatory frameworks to support the transformation of the productive sector, including for women.

Outputs:

1. Harmonized and upgraded governance, licensing, surveillance policies, and regulatory frameworks in the productive sector to enhance quality control, trade, and standards compliance.

2. Capacity building for ministries, producer associations, and local Governments to effectively deliver and regulate value chain services.
3. Strengthened governance and coordination mechanisms across the crop, livestock, and fisheries sub-sectors.

Key Interventions:

- Review, harmonize, and update existing laws and regulations to ensure alignment with trade standards, quality control, and licensing requirements
- Establish and enhance state-level laboratories for product testing, SPS compliance, and certification of domestic products
- Develop digitalized licensing, information management, and monitoring systems to improve transparency, efficiency, and accountability in productive sector governance
- Strengthen the technical capacity of the productive sector through training and skills development
- Provide targeted training and technical support to producer associations and local Governments on value chain management, market regulations, product branding, and service delivery
- Strengthen sectoral coordination mechanisms by forming sector working group platforms to harmonize strategic planning, regulations, and align local and donor investments with sectoral priorities.

Outcome 2: Driving growth and sustainability in the productive sector.

Outputs:

1. Enhancing production capacity through strategic investment in agriculture, fisheries, and livestock resources.
2. Promoting resource diversification and strengthening export development capacity.



Key Interventions:

- Develop irrigation systems for farming and improve water harvesting infrastructure
- Promote climate-smart agriculture through the use of resilient seeds, soil fertility management, and mechanization
- Expand fodder production capacity through investment in fodder banks
- Strengthen veterinary services and enhance animal health surveillance systems
- Develop an economic diversification strategy
- Support investments in processing industries, including meat, dairy, fisheries, and agricultural processing.

Outcome 3: Increased employment, incomes, and household food security through strategic investment in value chains within high-potential productive sectors.

Outputs:

1. Boost livestock productivity through expanded veterinary services, animal nutrition programs, disease control systems, and the adoption of climate-smart pastoral practices.
2. Increase crop yields by improving access to modern and climate-smart agricultural technologies and seeds, coupled with sustainable land management practices.
3. Enhance artisanal and small-scale fishing productivity through access to modern gear, safety equipment, improved vessels, and sustainable fishing practices.
4. Expand value-added processing capacities, focusing on milling, frankincense oil, and livestock by-products.

Key Interventions:

- Expand veterinary services through the establishment of laboratories for surveillance in both rural and urban areas.
- Improve the functionality of mobile veterinary clinics in pastoral and rural areas of Puntland.

- Enhance climate-resilient grazing systems and conduct regular vaccination campaigns.
- Develop quarantine facilities along key trade corridors.
- Strengthen livestock extension services through policy development, training, and the use of digital platforms.
- Improve accessibility to modern fishing gear and equipment.
- Invest in small-scale solar-powered cold storage facilities.
- Improve seed quality certification and distribution channels.
- Develop quality seed production systems through investment in and establishment of a Puntland Seed Bank
- Enhance soil fertility and implement erosion control measures.
- Promote climate-resilient mechanization in agriculture, including mechanized farming equipment and tools.
- Encourage investment in and branding of product processing industries to enhance value addition and generate sustainable economic growth.
- Improve market systems through product branding, facilitation of market linkages, and development of quality control ecosystems.
- Establish modern slaughterhouses in urban areas.
- Construct fish landing sites in three selected locations.



Outcome 4: Improved tourism services and infrastructure to boost sector growth and increase its contribution to GDP.

Outputs:

1. Development of key regulatory frameworks, tourism sector guidelines, and alignment with international standards.
2. Conduct surveys and map tourism land sites and zones across Puntland regions.

Key Interventions:

- Develop a tourism sector policy, attraction strategy, and relevant regulatory frameworks.
- Strengthen institutional capacity for the tourism sector.
- Conduct comprehensive state-wide surveys and feasibility studies to map tourism sites in Puntland.



4.3 ECONOMIC INFRASTRUCTURE SUB-PILLAR

4.3.1 ROAD TRANSPORT

Situational Analysis

Puntland still lacks adequate road infrastructure, which negatively impacts service delivery, economic integration, and trade efficiency. The road network comprises main roads, feeder roads, and primary roads that connect critical trade hubs across the Horn of Africa.^[22] The road network spans over 5,651 km in total length, with only 1,325 km classified as primary roads. Of the entire network, only 774 km are paved with high-quality surfaces, representing just 13.6 percent of the total road network (see Figure 9: Road classification in kilometers - 2024).^[23]

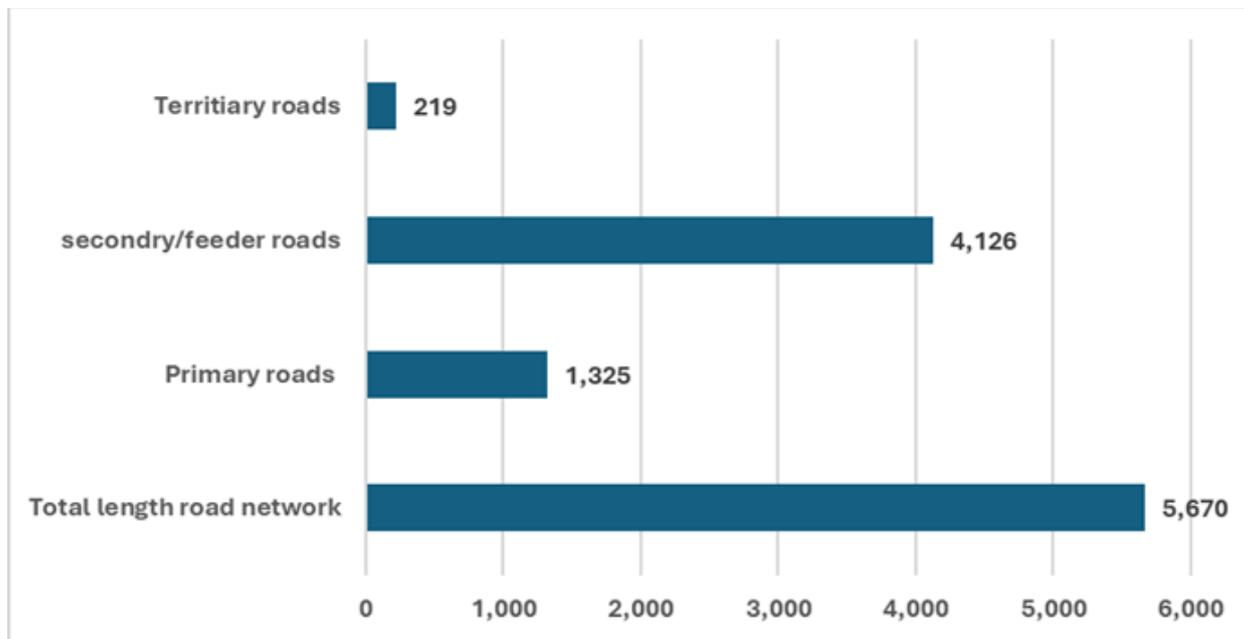
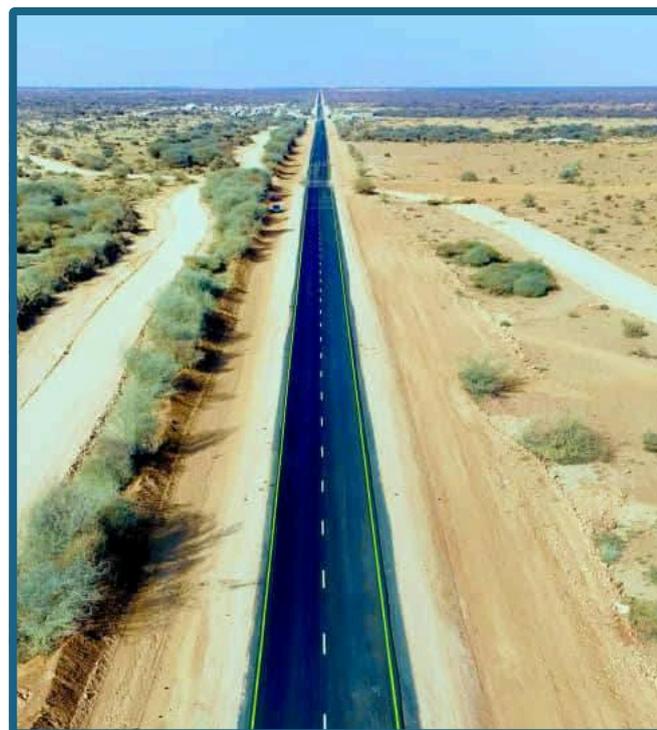


Figure 9: Road classification in kilometers - 2024

The low share of paved roads significantly limits road safety, contributing to higher rates of traffic accidents. The main highway connecting Galkacyo and Bosaso serves as a critical trade corridor, facilitating regional commerce and economic interlinkages. Moreover, feeder roads play an essential role in supporting local trade by connecting smaller towns and agricultural production areas. However, these roads often suffer from limited investment and inadequate maintenance, restricting market access and economic opportunities in rural areas.^[24] Despite these challenges, notable progress has been made, particularly given the region’s historical reliance on donor support. The Government’s commitment to public infrastructure investment has been commendable since 2022. Between 2020 and 2024, a total of US\$36.5 million was allocated to infrastructure development, with substantial funding from the Puntland State Government – representing the largest single public contribution to the sector to date.



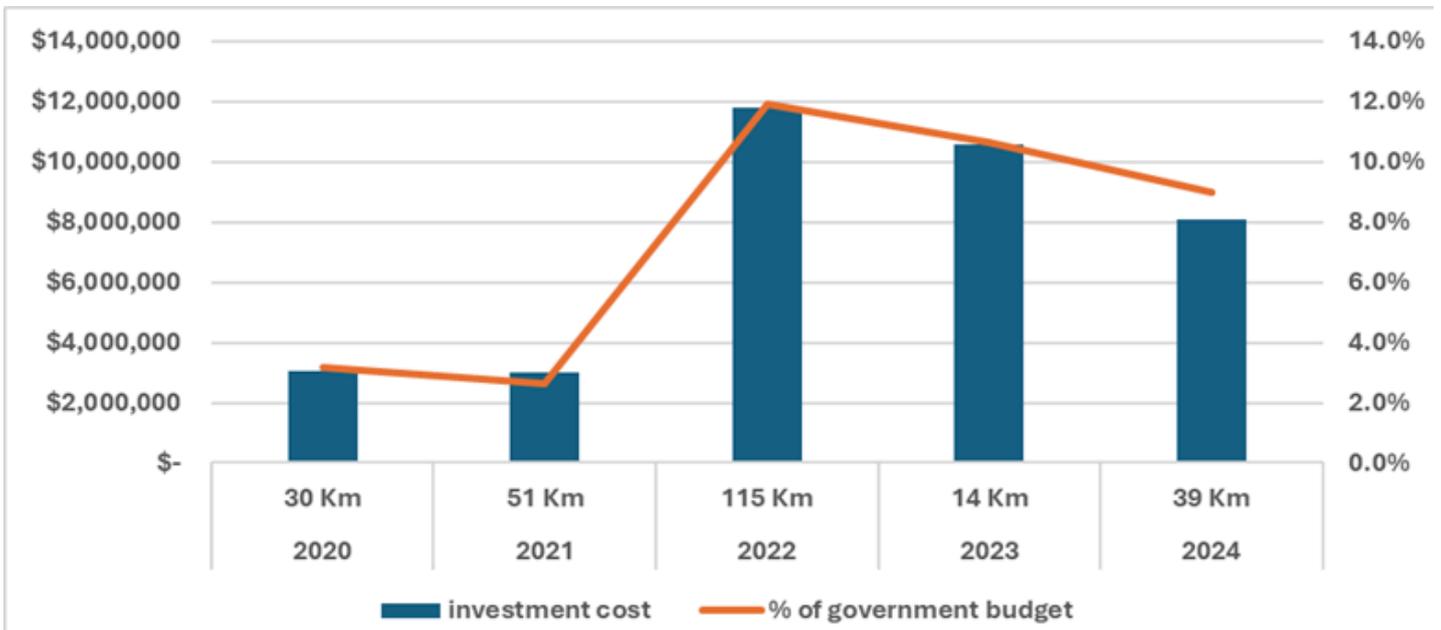


Figure 10: Government investment in road construction - 2020-2024^[25]

Puntland’s connectivity has been strengthened through strategic road investments, including public-private partnerships. In 2022, US\$11.8 million or 11.9 percent of the Government budget was allocated to road infrastructure, decreasing slightly to US\$10.6 million (10.7 percent) in 2023. These allocations underscore the Government’s commitment to developing the transport sector despite fiscal constraints.

Under PDP-3, significant progress was achieved in expanding and improving Puntland’s Road network. A total of 249km of the primary roads were reconstructed while 506km of previously degraded roads were rehabilitated. Additionally, 416 kilometers of feeder roads were upgraded, enhancing connectivity between rural production areas and major urban markets, and thereby strengthening local trade and economic integration.^[26]

Strategic Challenges

- Strained relations between the Federal Government and Federal Member States have affected funding for large infrastructure projects, especially those relying on external financing and bilateral agreements
- Road networks connecting rural and remote areas to major economic hubs remain limited, restricting access to markets and essential services
- Poor road conditions create bottlenecks along key trade corridors
- The overall deterioration of roads and limited transportation linkages further constrain connectivity across regions.
- Persistent effects of climate change, particularly recurrent floods, have damaged primary and secondary road networks, undermining the Government’s ability to carry out consistent maintenance and interventions

4.3.2 AVIATION TRANSPORT

Situational Analysis

Aviation plays a pivotal role in development by connecting remote regions, facilitating domestic and international trade, and supporting both humanitarian and business mobility. Puntland’s strategic location along key aviation transport routes continues to drive international trade, with air cargo poised to become a central channel for delivering goods. Over recent decades, the performance of the aviation sector has also transformed Puntland’s infrastructure landscape. Sectoral performance, as measured by the number of annual take-off flights, has steadily increased since 2020, reaching 3,805 flights in 2024.^[27]

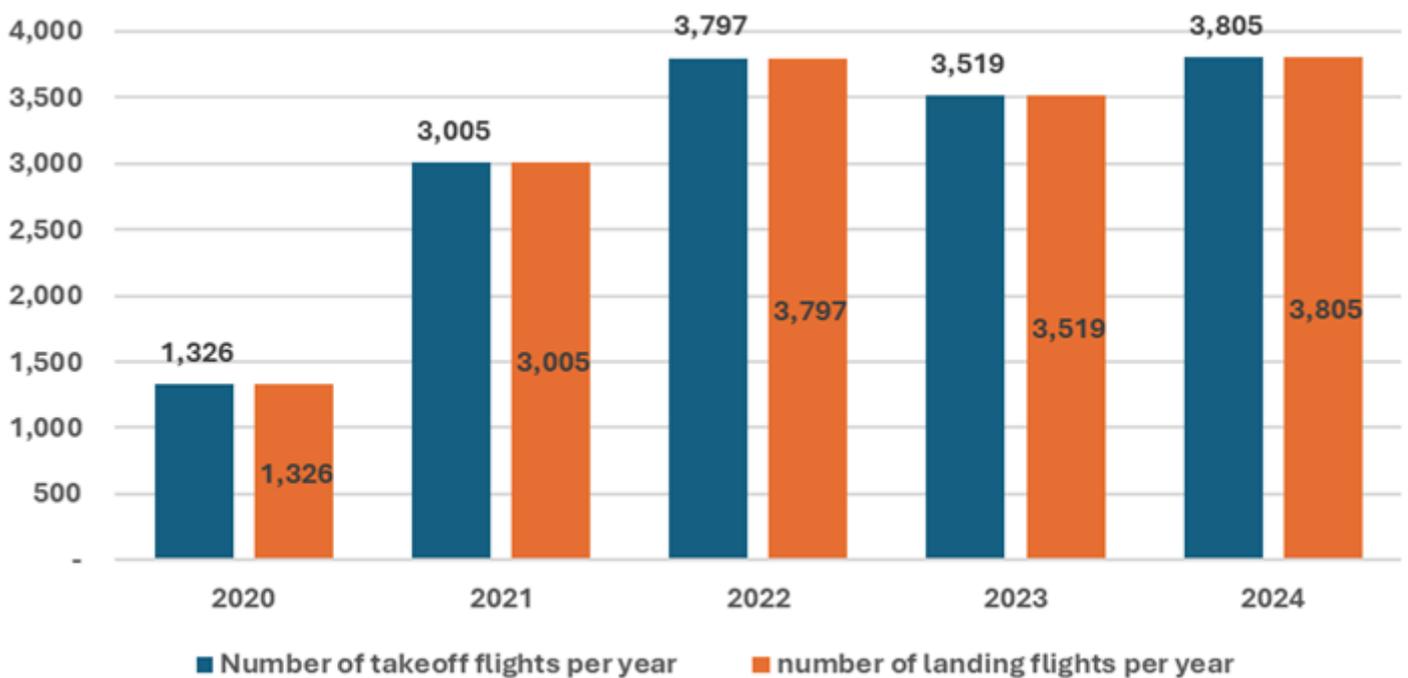


Figure 11: Number of taking off and landing flights - 2020-2024

The growth in air traffic has been predominantly driven by international flights, which nearly doubled between 2020 and 2024, accompanied by a substantial increase in passenger numbers over the same period. Domestic connections, however, have experienced even higher growth in both passenger volume and number of flights.^[28]



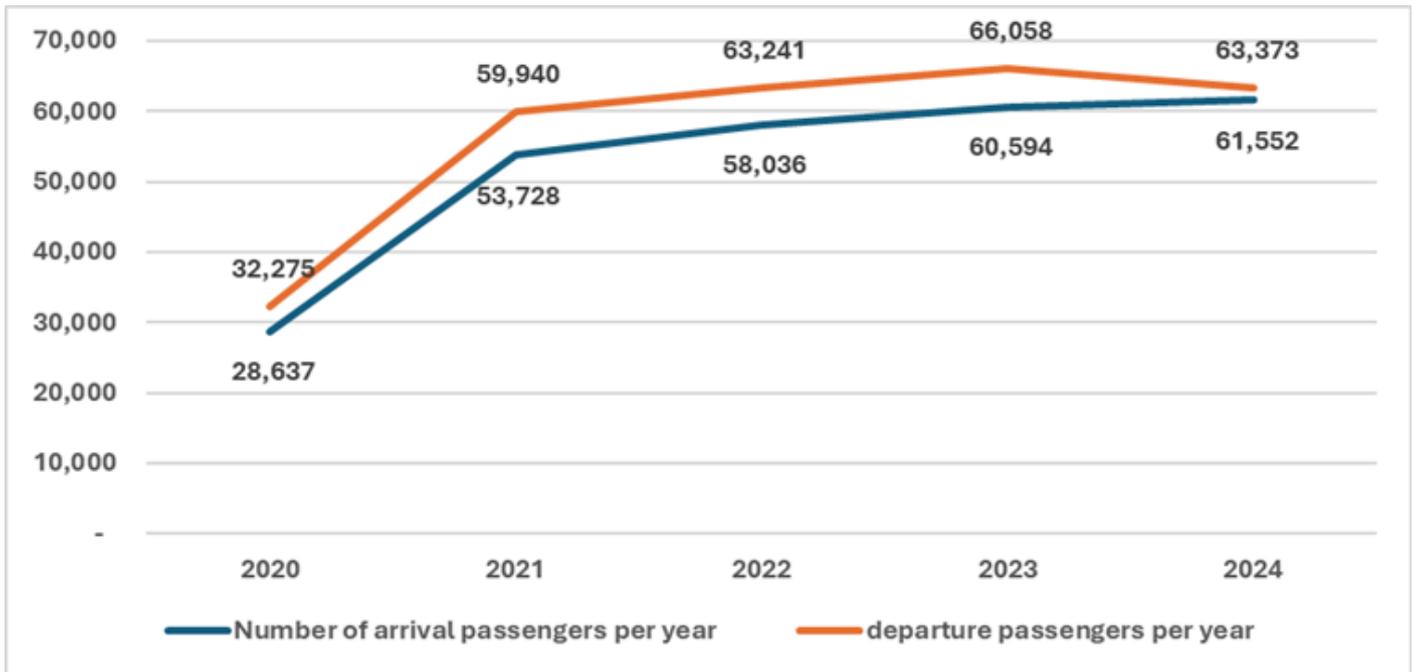


Figure 12: Number of passengers - 2020-2024

Between 2020 and 2024, Puntland airports recorded a total of 63,373 departing passengers compared to 61,552 arriving passengers (see Figure 12: Number of passengers - 2020-2024). Additionally, the increase in Original Destination flights highlights sectoral progress, with 1,700 international flights and 1,155 domestic flights recorded in 2024 (see Figure 13: Flight destinations -2020-2024).^[29]

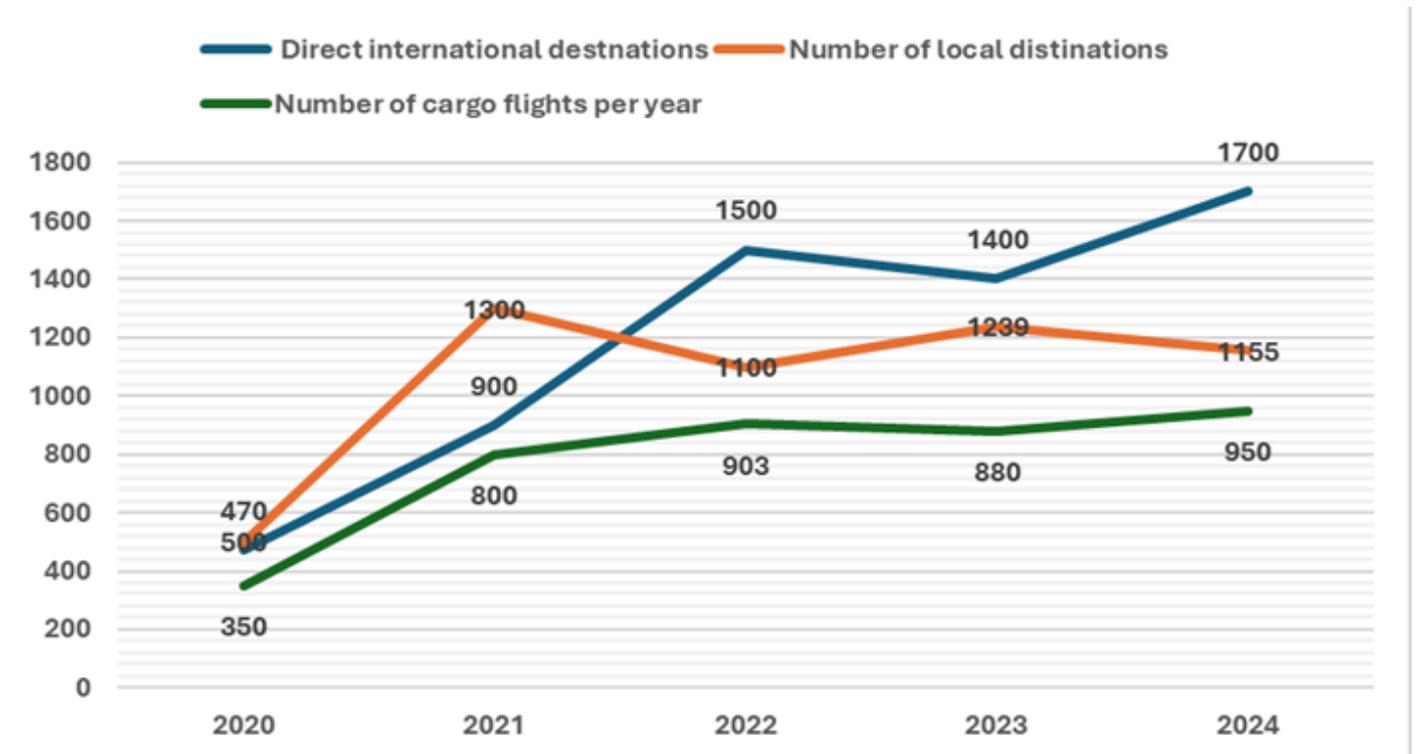


Figure 13: Flight destinations - 2020-2024



This data highlights a significant disparity in flight distribution across airports, despite growing passenger numbers. The Government must also sustain steady growth in air cargo, given that 950 cargo flights were operated in 2024. Moreover, the aviation sector has become an important contributor to the budget, with revenues showing a consistent increase in recent years. In 2024 alone, the sector generated approximately US\$17.6 million, representing an average of 19 percent of Government spending (See Figure 14: Percent of aviation revenue to Government Spending - 2020-2024).^[30]

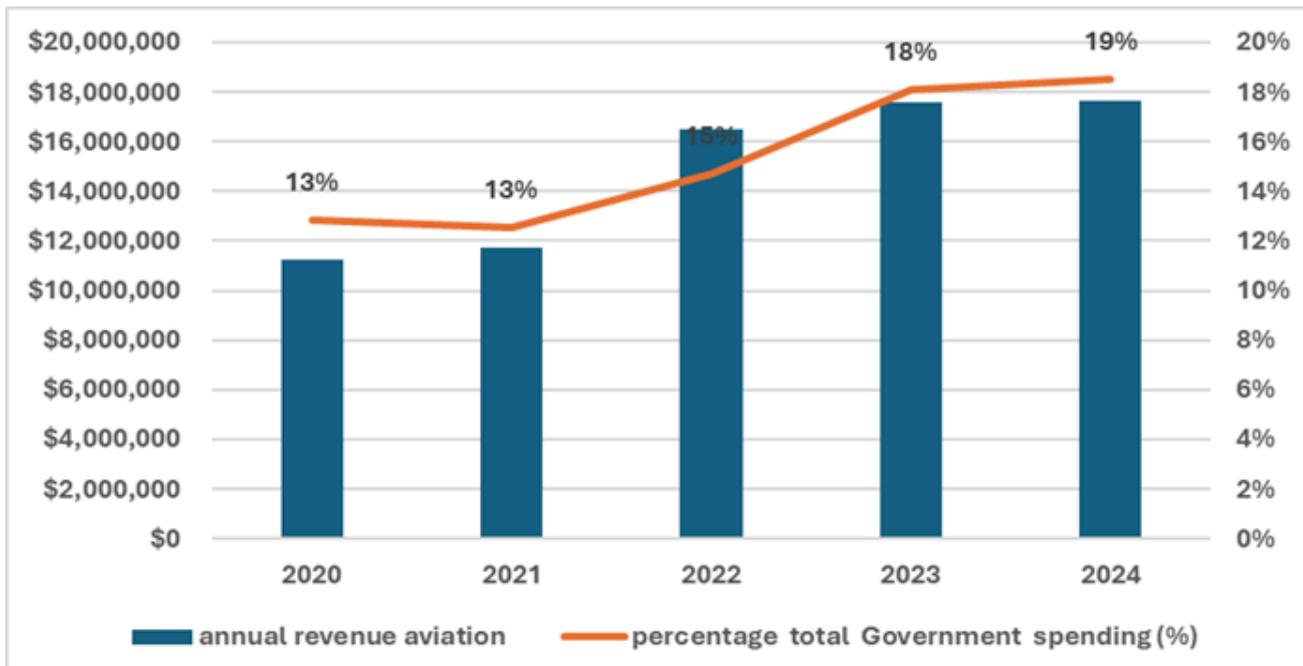


Figure 14: Percent of aviation revenue to Government spending - 2020-2024

Key Achievements

Major infrastructure upgrades at Bosaso Airport – including improved runway surfaces, modernized terminals, and enhanced security measures – have significantly expanded regional connectivity and strengthened the airport’s trade capacity.

Strategic Challenges

- Most major airports lack adequate development of physical infrastructure such as runways capable of supporting modern aircraft
- Terminal facilities are insufficient, often missing essential passenger services and amenities
- The aviation sector suffers from weak regulatory frameworks and limited institutional capacity
- Necessary reforms and policy frameworks to advance sector growth are largely absent
- Airport operations are predominantly informal, with ad hoc procedures governing air traffic control, scheduling, and handling capacity. This hinders efficiency and limits the sector’s operational development.
- There is a critical lack of trained professionals, including technicians, pilots, and air traffic controllers
- The shortage of qualified staff negatively impacts safety, efficiency, and overall sector performance
- Puntland airports have minimal international connections
- Existing airline operations are mostly regional and limited, restricting the area’s global accessibility and economic opportunities



4.3.3 TELECOMMUNICATIONS

Situational Analysis

Telecommunication services in Puntland are among the most dynamic in the region, with relatively high mobile penetration in urban areas. Operators such as Golis Telecom and Somtel provide mobile, internet, and mobile money services, which are critical for enabling remittances, business transactions, and financial inclusion.

Recent data indicates that mobile phone ownership in urban areas is approximately 86.1 percent, with 84.7 percent of urban residents using their phones for financial transactions. Nearly a quarter of the population aged 10 and above (25.9 percent) accessed the internet in the last three months, with mobile data being the primary source of access, used by 96% of internet users¹. Despite these achievements, rural areas continue to face significant service gaps due to limited infrastructure and high investment costs.

Mobile money services have become a vital financial tool, with a growing number of Puntlanders using digital wallets for everyday transactions, particularly in the absence of conventional banking services. However, broadband internet coverage remains limited and often unaffordable, creating a digital divide between urban and rural areas and restricting access to online education, e-health, and e-commerce opportunities.

To address these gaps, investments in telecommunication infrastructure, including the expansion of fiber-optic networks and rural connectivity programs, are essential. In parallel, regulatory reforms and capacity building within Government institutions are needed to foster innovation, ensure consumer protection, and promote fair competition within the sector.

4.3.4 PORTS

Situational Analysis

Puntland's ports have undergone several rounds of rehabilitation, including recent upgrades at Bosaso Port and investment in Garacad Seaport through public-private partnerships. The enhancements at Bosaso Port have improved cargo handling capacity, reduced ship turnaround times, and increased export volumes, particularly for livestock and fish products.

Despite these improvements, Bosaso Port still lacks modern container handling equipment and adequate storage facilities, limiting its regional competitiveness. The development of Garacad Seaport represents a significant opportunity to decongest Bosaso and establish an additional trade corridor. Funded by private stakeholders, Garacad is designed to handle bulk and general cargo and to support Puntland's expanding trade with the Gulf region and the Horn of Africa. Its strategic location near the Gara'ad–Galkayo corridor positions it as a potential logistics hub, linking inland production zones to maritime export routes.

To fully realize their economic potential, both ports require continued investment in dredging, customs automation, security, and connectivity infrastructure. These measures will enhance operational efficiency, expand trade capacity, and strengthen Puntland's role as a regional maritime hub.



4.3.5 ENERGY SUB SECTOR

Situational Analysis

Energy access is a critical checkpoint for Puntland’s economic development, particularly in advancing the productive sector and attracting private sector investment. Despite relatively high energy costs – for instance, an average electricity price of US\$0.8 per kWh – Puntland possesses untapped potential in renewable energy sources, including solar and wind. Currently, only about 54.2 percent of the population has access to electricity, highlighting both a challenge and an opportunity for growth (see Figure 15: Energy access - 2022).^[31]

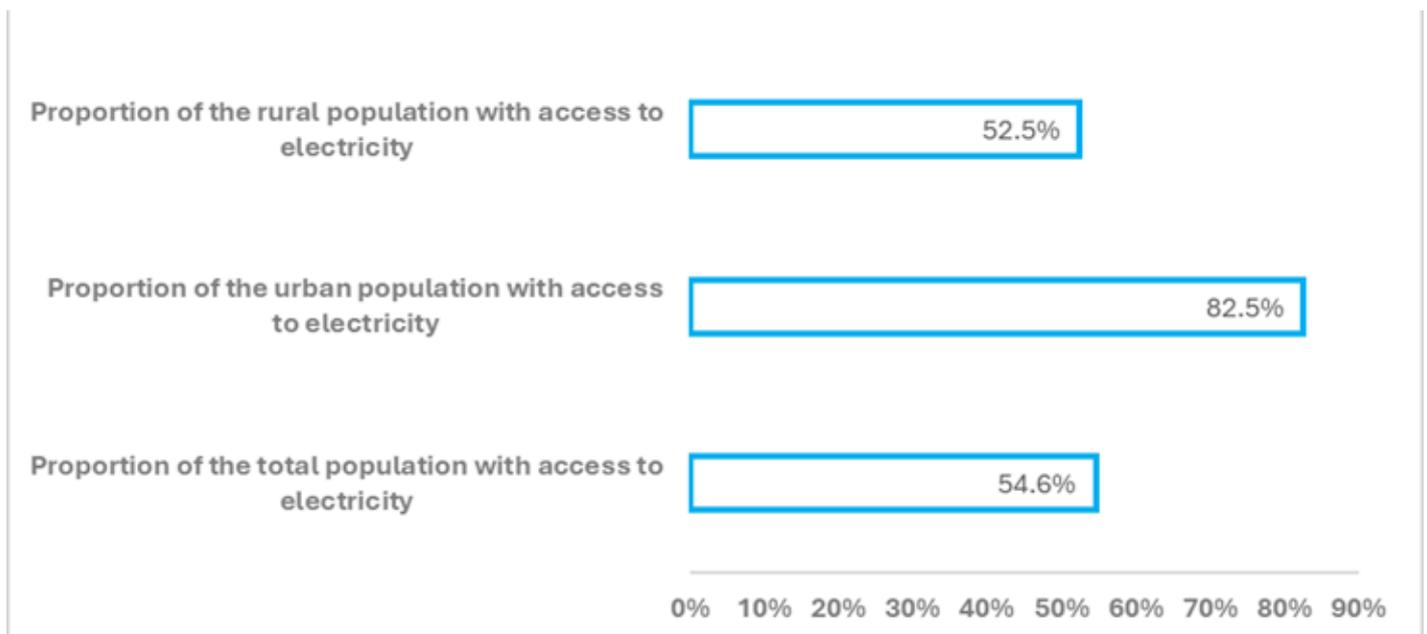


Figure 15: Energy access - 2022

The primary energy sources are predominantly high-speed diesel generation sets, which account for approximately 85 percent of the total energy supply. Grid-tied solar systems contribute about 15 percent, while renewable energy, mainly wind, remains minimally utilised, covering only around 1 percent of the energy supply (see Figure 16: Energy sources).^[32]

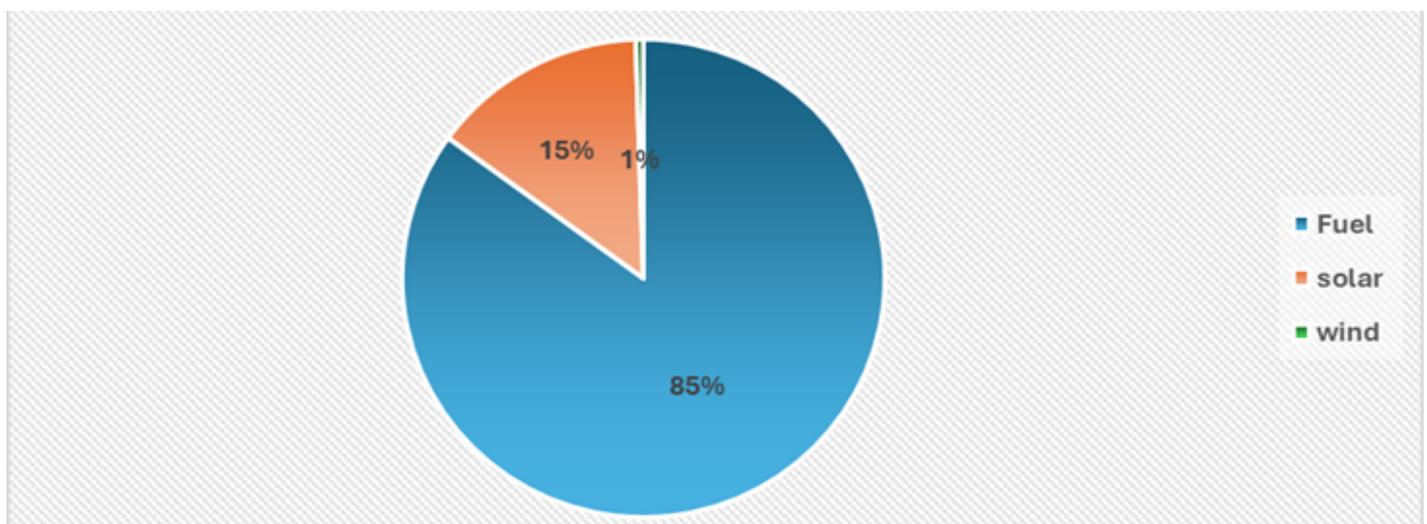


Figure 16: Energy sources



Electricity tariff averages US\$0.8 per kWh, the highest in the region, despite 95 percent of the population reporting stress due to electricity costs, indicating limited affordability. On average, households spend about 15 percent of their income on utility expenses, highlighting the deteriorating level of energy affordability (see Figure 17: Energy affordability).^[33]

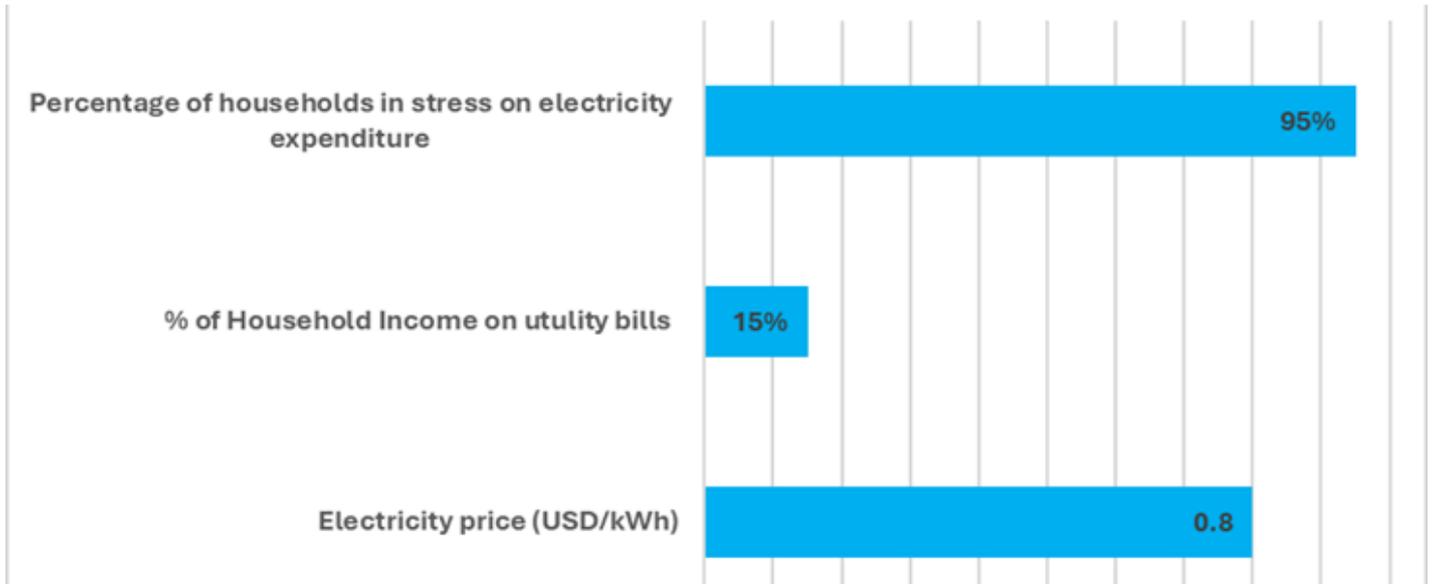


Figure 17: Energy affordability

Puntland exhibits more moderate increases in energy demand compared to other regions in Somalia, such as Galmudug and Jubaland, which are projected to experience slightly higher growth in the medium term. The Government should implement energy reforms aimed at efficiently meeting sectoral electricity demand by optimizing generation, transmission, and distribution systems (see Figure 18: Voltage transmission - Somali Master Plan).^[34]

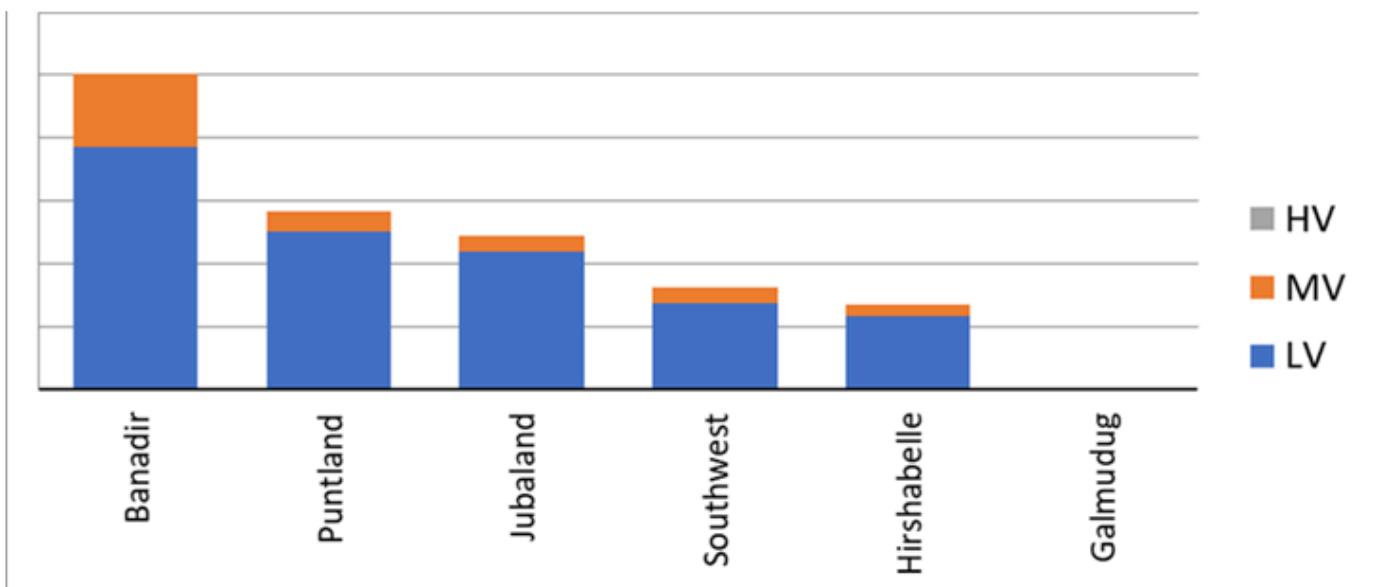


Figure 18: Voltage transmission - Somalia Master Plan 2020



Electricity services primarily rely on a network of isolated diesel-powered mini grids operated by private Electricity Service Providers. The installed electricity capacity is estimated at around 60 MW, concentrated mainly in urban areas.^[35] These service providers heavily depend on biofuels and waste as their primary energy sources for daily household consumption. Furthermore, the existing power transmission network, consisting of medium and low-voltage lines, remains inefficient and costly in the long term.

Strategic Challenges

- Electricity generation in Puntland relies heavily on diesel, making the sector vulnerable to fluctuating fuel prices, foreign exchange rates, and limited logistics infrastructure. Additionally, biofuels and waste are used as primary energy sources for daily household consumption, further highlighting reliance on imported or non-renewable fuels.
- Low access to energy with only 54.6 percent of the population having direct access to electricity, with rural areas particularly underserved at just 52.5 percent. This limited access poses a significant challenge to achieving widespread electrification and constrains Puntland's economic potential and sustainable growth.
- Inefficient generators, poor metering, and outdated transmission systems contribute to high operational costs and reduced energy efficiency.
- The absence of robust regulations in the electricity sector restricts investment in essential equipment. Combined with a shortage of skilled personnel for operations and maintenance, this exacerbates challenges faced by electricity service providers in Puntland.

4.3.6 MINING

Situational Analysis

Mining in Puntland remains a nascent sector, primarily dominated by artisanal salt extraction and small-scale gypsum and limestone quarrying. The sector suffers from a lack of formal regulation, modern technology, and safety standards, resulting in low productivity and environmental degradation. Strategic investments in geological surveys and value-added processing could unlock the region's mineral potential; however, political instability and weak governance continue to deter private-sector engagement.

Additionally, artisanal gold and gemstone mining occurs in parts of Puntland, but it remains largely informal and lacks proper environmental and labor oversight. According to the Puntland Economic Outlook 2024, key barriers to sustainable mining include the absence of detailed geological surveys, an effective legal and regulatory framework, and skilled human capital.

4.3.7 Strategic Framework for Economic Infrastructure

Outcome 1: Strengthened institutional, policy, and regulatory frameworks to promote sustainable, climate-resilient, and investment-driven infrastructure development.

Outputs:

1. Upgraded infrastructure development governance, policies, regulatory frameworks, and strategic investment plans to ensure high-quality, climate-resilient infrastructure.
2. Enhanced the capacity of infrastructure agencies and utilities through systems improvements and human resource development.
3. Established robust systems for project preparation, implementation, quality control, and maintenance.



Key Interventions:

- Improve existing infrastructure governance, policies, and regulatory frameworks to align with climate resilience, quality standards, and sustainability considerations.
- Formulate a comprehensive Puntland Infrastructure Development Master Plan.
- Prepare a medium-term infrastructure needs and investment plan aligned with PDP-4.
- Develop institutional capacity-building strategies for infrastructure agencies and utilities.
- Establish M&E frameworks to track infrastructure service delivery performance, climate adaptation, and long-term sustainability.
- Strengthen project management capacity to enhance procurement systems and accountability benchmarks.
- Develop standardized project management and procurement frameworks.
- Establish construction quality assurance standards aligned with climate-resilient codes through independent quality control.
- Establish and equip a government property administration department with adequate resources and operational autonomy.
- Digitize the implementation of a road asset management system using GIS for improved planning and maintenance.

Outcome 2: Expansion of sustainable and climate-resilient infrastructure across key sectors.

Outputs:

1. Improved transport networks (roads, ports, and airports) to facilitate trade and connectivity.
2. Strengthened digital and communication infrastructure for innovation and service delivery.

Key Interventions:

- Expand the construction and rehabilitation of primary asphalt road networks by designing and implementing climate-resilient road infrastructure.

- Upgrade and maintain gravel roads connecting remote and coastal areas with inland regions to improve accessibility, trade, and mobility.
- Expand and modernize berths, cargo handling, and storage facilities to enhance the capacity, efficiency, and climate resilience of Bosaso and Garacad ports.
- Develop and rehabilitate the 3G-Corridor Project to strengthen trade facilitation and regional connectivity.
- Expand, rehabilitate, equip, and modernize Puntland's airports to improve operational capacity, safety, and efficiency, supporting domestic and regional connectivity and trade.
- Mobilize local and external investment for the expansion and modernization of airport infrastructure development.
- Develop and implement digital economy policies by improving the supporting policy and regulatory frameworks.
- Improve broadband connectivity through investments in fiber optic and satellite technologies.
- Enhance e-Government platforms to strengthen efficiency, transparency, and accessibility in public service delivery.

Outcome 3: Improving the sustainability of energy and extractive industries through policy reform, investment in renewable resources, and responsible resource management.

Outputs:

1. Enhanced investment in diversified and sustainable energy infrastructure, technology, and governance.
2. Improved legal and regulatory frameworks for the mining sector to promote transparency, efficiency, and private sector participation.
3. Strengthened institutional and technical capacity for sustainable utilization and development of mineral resources.

Key Interventions:

- Extend energy access through the development of a Puntland Energy Policy Master Plan aligned with PDP-4.
- Conduct energy sector reforms by institutionalizing energy resource governance frameworks.
- Incentivize public-private partnerships and develop financing mechanisms to accelerate energy access and diversification.
- Strengthen the capacity of energy institutions to manage, monitor, and expand energy services.
- Conduct feasibility studies and renewable energy resource mapping to identify priority areas and investment opportunities.
- Improve energy infrastructure and technology adaptation by investing in renewable energy sources and hybrid energy systems.
- Enhance rural electrification through the development of state-wide access strategies, including the promotion of solar mini-grids and stand-alone home systems in rural areas.
- Strengthen local capacity and skills to scale-up urban and rural electrification.





4.4 MACRO-ECONOMIC ENVIRONMENT SUB-PILLAR

4.4.1 Situational Analysis

Puntland’s economy remains largely dependent on traditional and informal sectors, with agriculture and services contributing the largest share of GDP. The PDP-4 will focus on strategies and interventions that address key macroeconomic factors influencing economic performance. Despite limited application of Government regulatory tools, including monetary policy instruments, the macroeconomic environment has remained relatively stable. Notably, domestic revenue collection has demonstrated consistent growth over the years, expanding the fiscal space available for development initiatives.

Economic Growth

Puntland’s economy has demonstrated notable resilience and recovery despite a slowdown in growth in 2021 & 2022 due to pandemic negative impacts, operating within a complex macroeconomic environment. The average annual growth rate between 2019 and 2024 stood at 2.81 percent, and projections indicate that the economy will maintain a similar rate over the next five years. This growth has been primarily driven by the recovery of the livestock sector and further supported by private and public consumption, financed largely through remittances and external donor grants, which are projected to account for approximately 0.39 percent of Puntland’s GDP in 2024 (see Figure 19: Economic growth rate - 2019-2024).^[35]

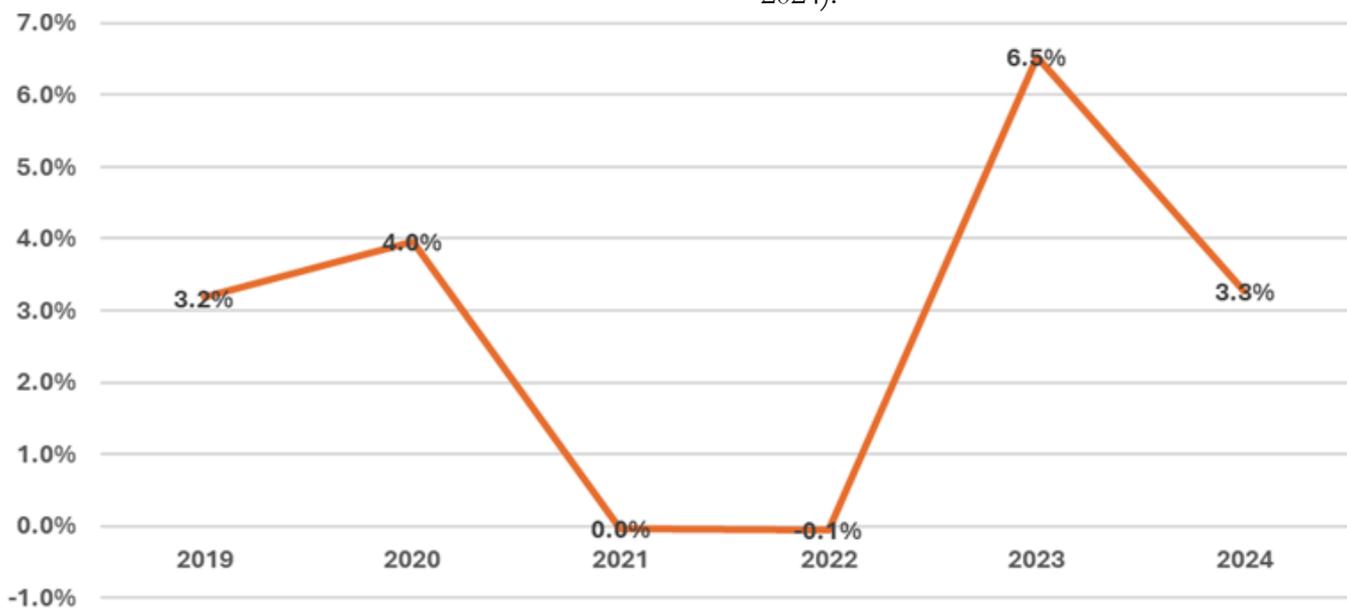


Figure 19: Economic growth rate - 2019-2024]

Inflation

The annual inflation rate in 2024 remained relatively stable, supported by a decline in commodity prices and improved stability in global supply chains. The cumulative annual change for 2024 is estimated at -0.94 percent, compared to a -1 percent decrease recorded in November 2024. In contrast, inflation was relatively high in early 2023, accelerating to 9.11 percent in January and 9.24 percent in February – the steepest increases in twelve months – up from 10.9 percent in late 2022. This volatility was largely driven by global commodity price fluctuations resulting from external shocks, particularly the war in Ukraine, which significantly disrupted global supply chains in recent years.



Moreover, Puntland’s macroeconomic environment faced severe challenges in 2020 due to the impacts of the COVID-19 pandemic, with the inflation rate rising to an average of 6.04 percent, from 3.8 percent in 2019. Price increases during this period were mainly attributed to a decline in agricultural production caused by droughts, floods, and locust infestations, which reduced cereal availability in local markets and further fueled inflationary pressures (see Figure 20: Annual inflation rate - 2023-2024).^[36]

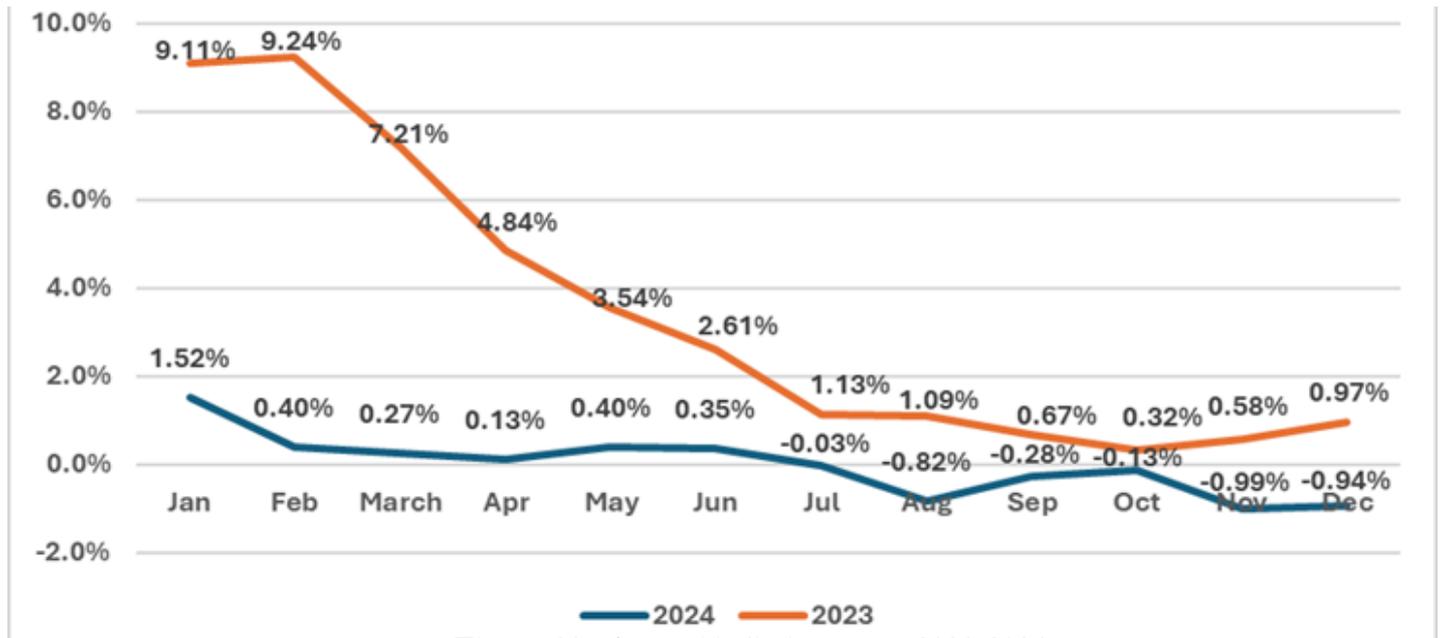


Figure 20: Annual inflation rate - 2023-2024

Fiscal space

Puntland’s fiscal space remains volatile due to limited progress in domestic revenue mobilization. Domestic revenue collections increased by 7.5 percent in 2024, reflecting gradual but steady growth since 2020. The Government has intensified efforts to mobilize local resources by expanding the tax base and strengthening public financial management systems. However, overall revenue performance has exhibited mixed trends since 2020, influenced by fluctuating economic conditions, weak infrastructure, and political instability. A recent desk review and mapping exercise indicate that, despite macroeconomic headwinds, Puntland’s total inward revenue rebounded by 11.6 percent in 2024, demonstrating a degree of fiscal resilience. Similar to the Federal Government, Puntland’s public expenditure remains heavily skewed toward recurrent spending. Approximately 62 percent of Government revenues are allocated to salaries and administrative costs, leaving limited fiscal space for development projects, including essential public services illustrates Puntland’s fiscal resource envelope in greater detail (see Figure 21: Fiscal space 2020 - 2024).^[37]

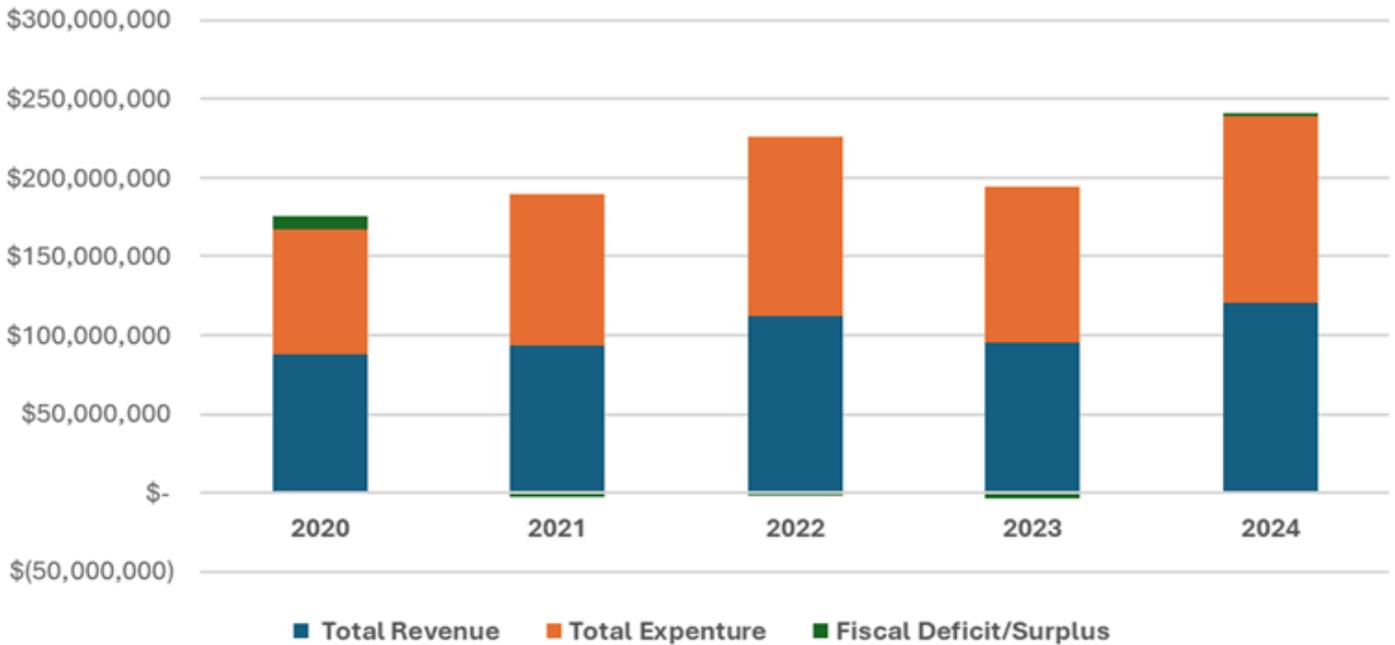


Figure 21: Fiscal space 2020 - 2024

Despite ongoing programmatic support from the World Bank and the United Nations, access to donor funding and budget support has been constrained due to a deteriorating relationship with the Federal Government. Only a limited number of targeted projects have been implemented in the region through international partners, reducing the overall significance of external grants in maintaining fiscal balance. In this context, the Government has received a modest proportion of annual grants from the World Bank, primarily directed toward development programs. Between 2020 and 2024, Puntland received cumulative grants totaling US\$64.8 million, with 30.58 percent of these funds disbursed in 2022, prior to the onset of the political rift with the FGS. However, these grants contribute minimally to the state’s GDP, representing less than 1 percent in 2024 (see Figure 22: Grants as a percentage of GDP - 2020-2024)^[38]

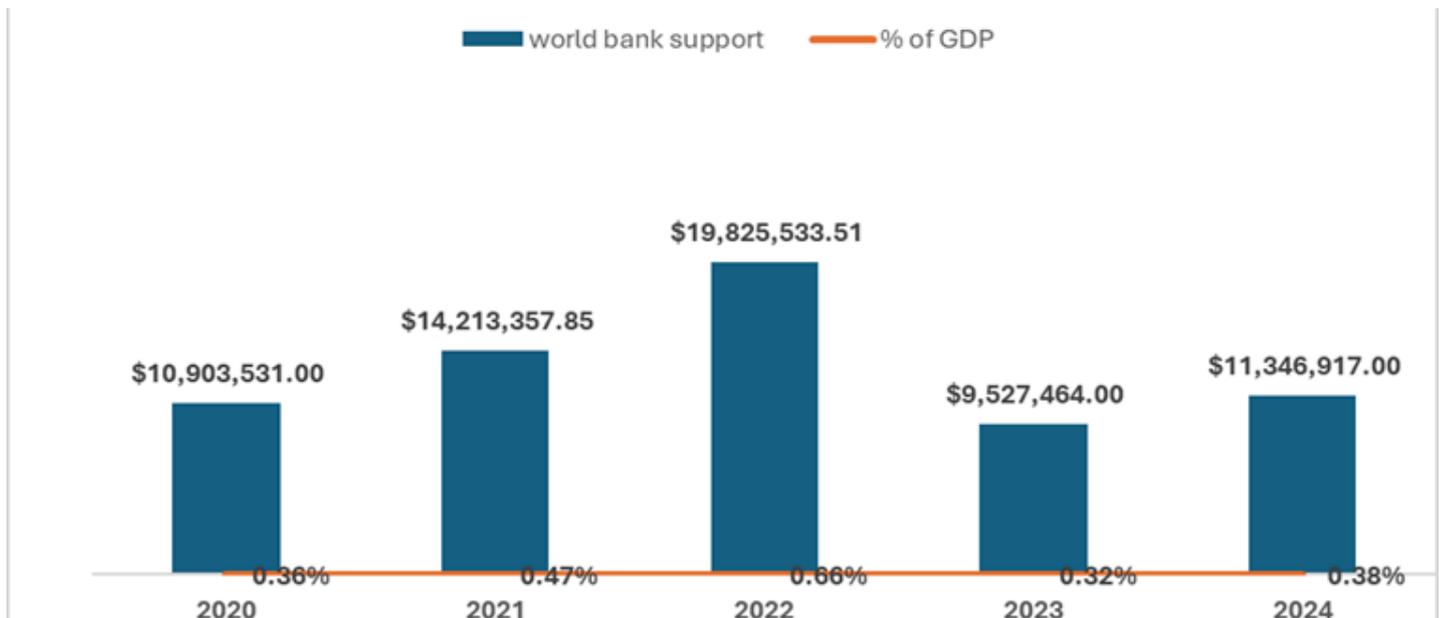


Figure 22: Grants as a percentage of GDP - 2020-2024



Despite considerable progress in tax harmonization, the Government continues to face fiscal deficits between – 0.11% and –0.12% annually during 2020-2023. On the other hand, domestic revenue as a share of GDP has shown a slight upward trend following the implementation of tax harmonization measures and digitalized tax systems. However, even with efforts to improve tax collection and broaden the tax base, domestic revenue remains low, demonstrating limited fiscal capacity. Currently, domestic revenue accounts for only about 3% of GDP - well below global benchmarks for financing essential public services.^[39]

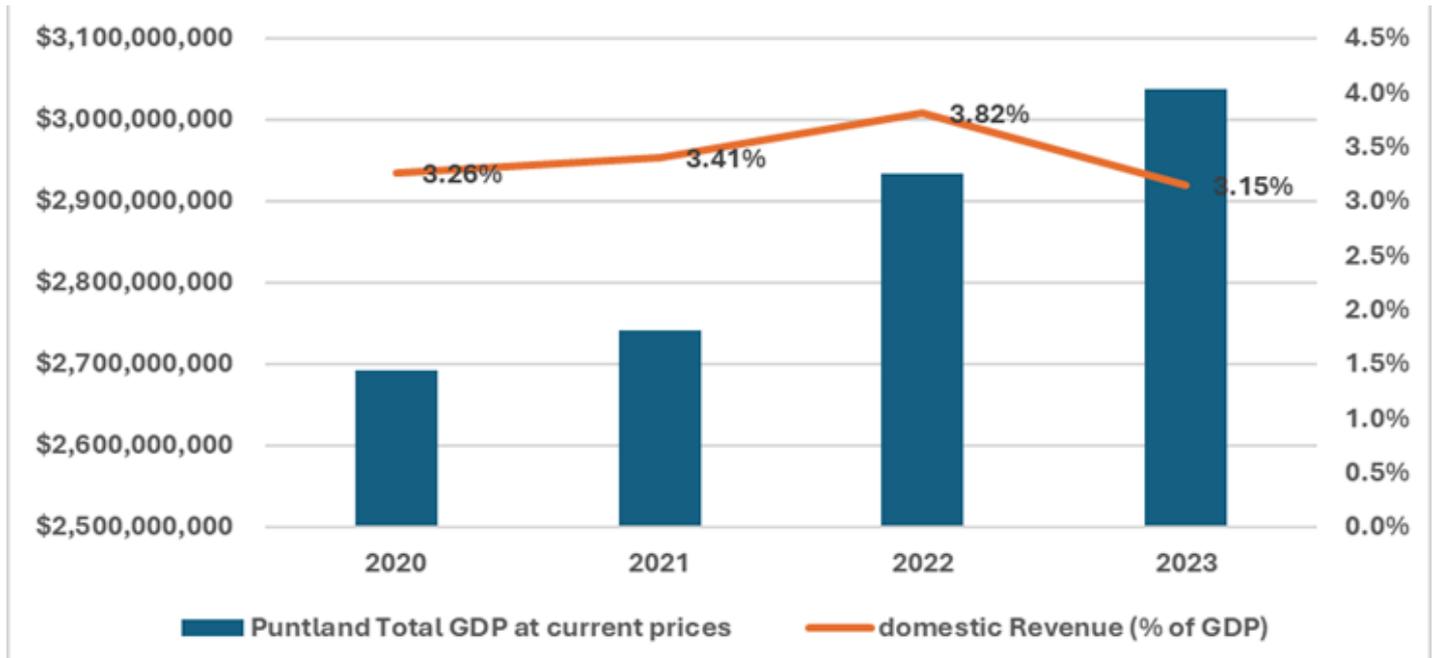


Figure 23: Domestic revenue as a percentage of GDP

The primary source of Puntland’s tax revenue is customs duties, mainly derived from imports and exports, followed by sales tax. In 2024, customs tax revenue – primarily collected on consumable goods, construction materials, and trucks – reached approximately US\$57.3 million, making a significant contribution to domestic revenue generation. Customs taxes on trade transactions accounted for over two-thirds of total tax revenue, underscoring the importance of effective customs management, particularly at ports and airports, as a key driver of domestic revenue. Although tax collection from the informal sector and the shadow economy remains limited, sales tax has also made a notable contribution to the domestic revenue base, amounting to US\$16.6 million in 2024.^[40]

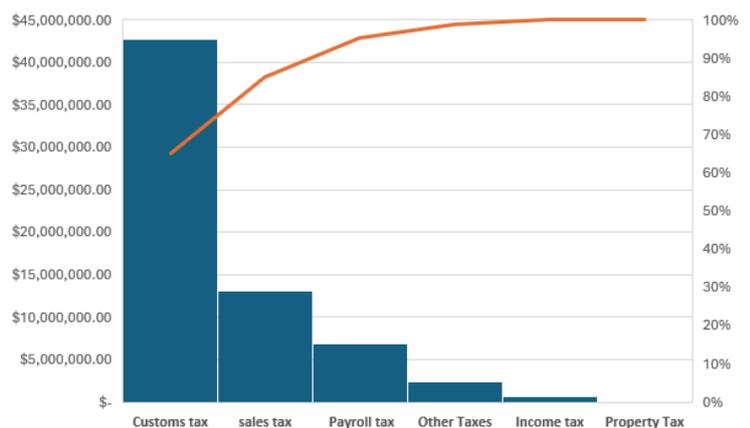


Figure 24: Domestic revenue by classification - 2022-2024



Moreover, 62 percent of Government expenditure, amounting to US\$44,426,477, is allocated to salaries, administration, and general services. According to the 2023 budget report, regional allowances and social services combined represent the second-largest category of Government spending (see Figure 25: Government spending – 2020 - 2023).^[41]

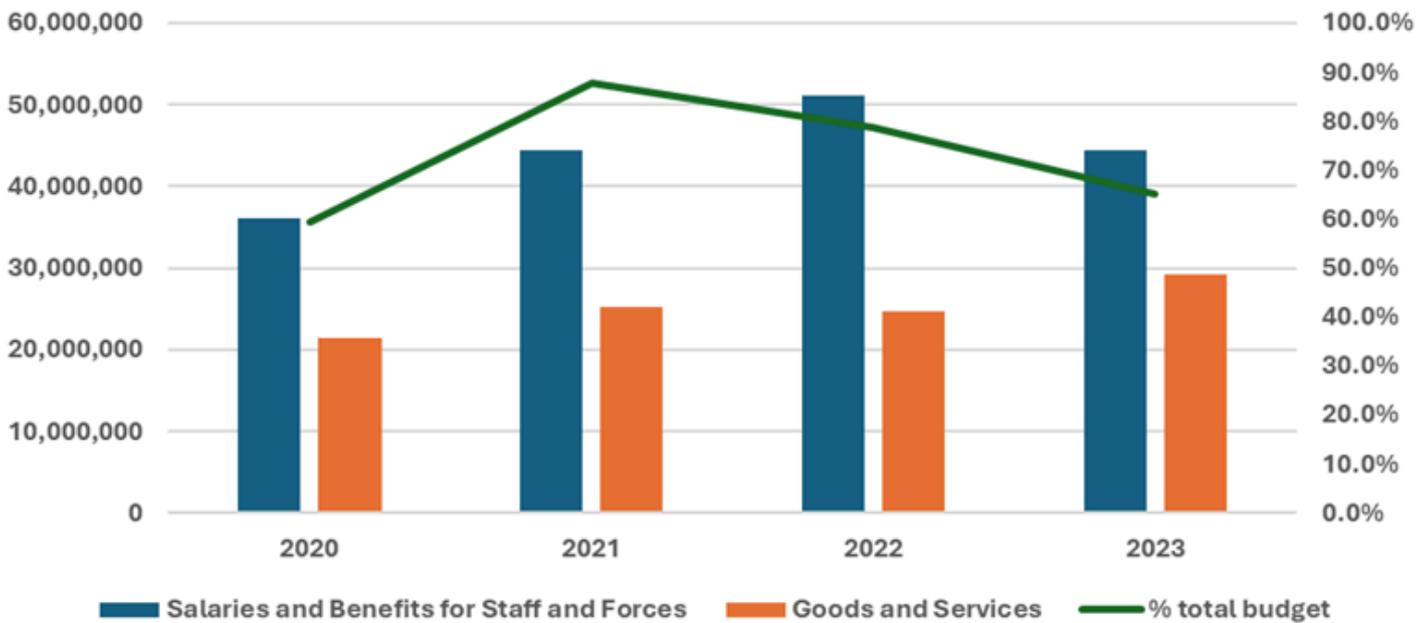


Figure 25: Government spending - 2020-2023

Capital expenditure in Puntland remains very low, primarily due to limited domestic revenue generation, weak governance, and a heavy reliance on external aid. This constrained investment in infrastructure and development projects restricts the Government’s ability to deliver essential services, support economic diversification, and stimulate growth. Low capital spending also limits the state’s capacity to address critical infrastructure gaps in transport, energy, water, and health sectors, which are essential for long-term socioeconomic development. Without increased domestic resource mobilization and improved fiscal management, Puntland’s ability to expand public investments and reduce dependence on donor support will remain constrained.

Trade Balance

Puntland’s strategic location along the Gulf of Aden and the Indian Ocean offers significant opportunities for trade. The economy is primarily driven by the agricultural sector, particularly livestock exports, while remaining poorly diversified and heavily reliant on imports. This reliance has contributed to a pronounced balance of payments deficit, largely financed through remittances from the diaspora. In 2024, exports were valued at approximately US\$297.45 million, while imports reached US\$2,182.08 million, reflecting the growing scale of the import regime supported by remittance inflows.^[42]

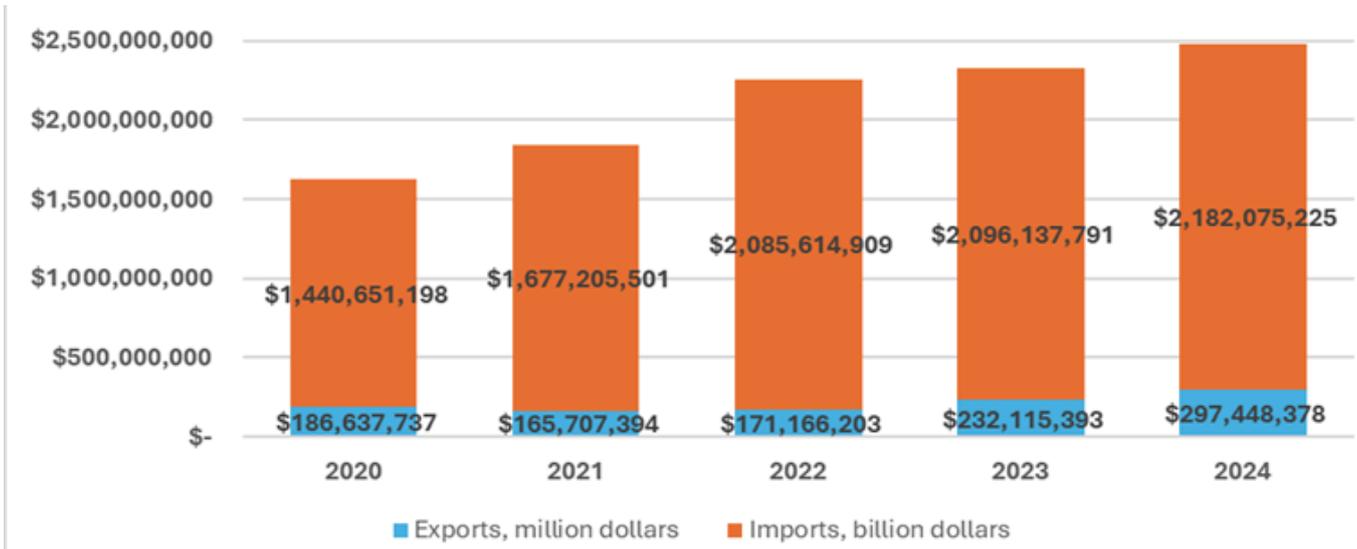


Figure 26: Trade balance 2020-2024

Exports

Puntland continues to experience a persistent trade deficit, with imports far exceeding exports. According to the Puntland Economic Outlook 2024, the state’s import bill is dominated by food, fuel, and manufactured goods, reflecting limited domestic production capacity. Similarly, Puntland’s export base remains narrow despite significant resource potential. The export sector is primarily driven by livestock and related by-products, including animal herds, skins, and a small portion of agricultural products, which contribute notably to Puntland’s GDP. However, the sector faces considerable challenges, including limited diversification of exportable resources and institutional and systemic constraints within the trade sector. These hurdles restrict growth potential and broader market access. Export trends between 2020 and 2024 highlight the slow progress made despite ongoing challenges in the sector (see Figure 27: Exports 2020-2024).^[43]

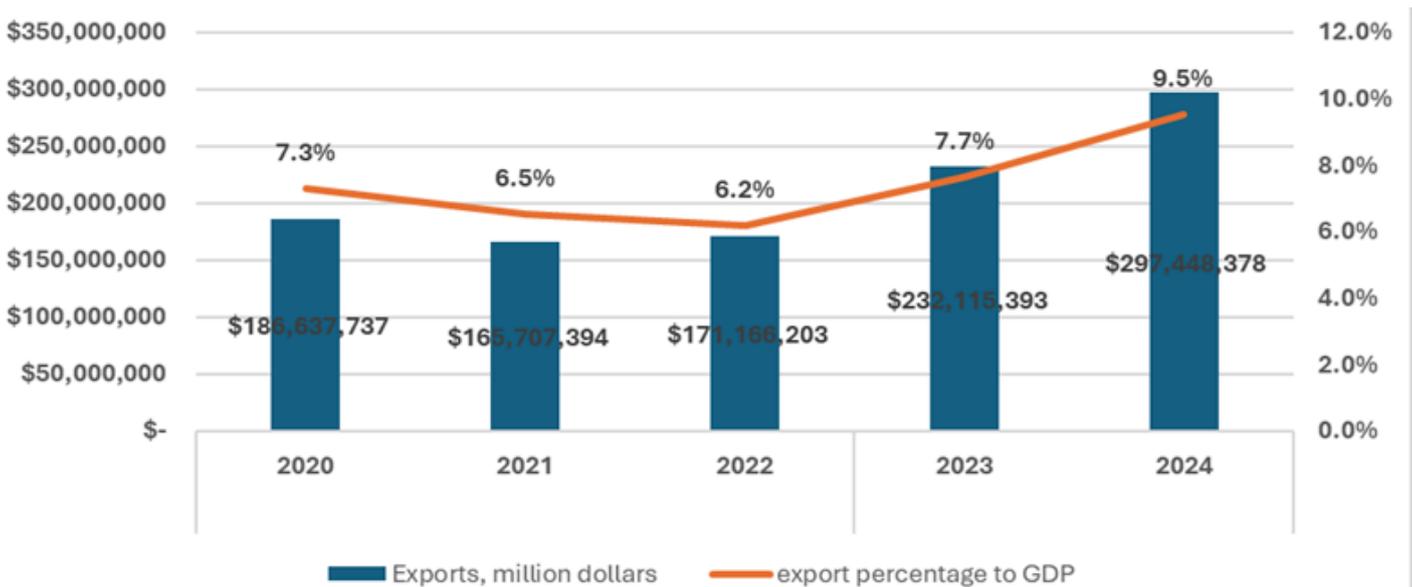


Figure 27: Exports - 2020-2024



Imports

Despite its significant export potential, imports play a central role in Puntland’s trade account. They cater to the diverse needs of the population and include a wide range of essential and non-essential goods, such as foodstuffs, electronics, and luxury items, all of which are vital for livelihoods. The dominance of imports over exports has contributed to a substantial trade deficit, largely due to household consumption financed by remittances.

The composition of imports is heavily skewed toward consumer goods, particularly food and beverages, while capital goods represent a smaller share, reflecting limited investment in productive assets. Import trends between 2020 and 2024 highlight the critical dependence of livelihoods on imported goods (see Figure 28: Imports 2020-2024).^[44] While the trade deficit persists, there is significant potential to diversify and strengthen Puntland’s export base by leveraging domestic resources and developing productive sectors.

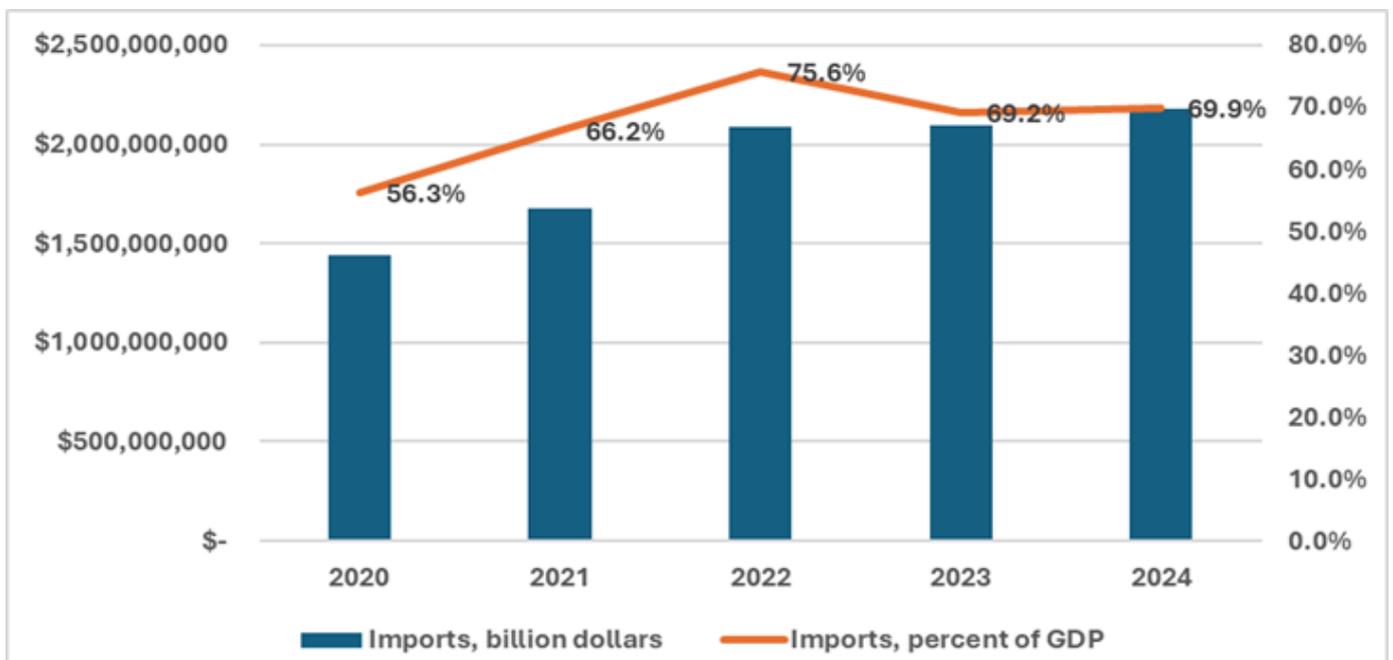


Figure 28: Imports 2020-2024

Private Sector

The private sector in Puntland, while vibrant in areas such as telecommunications, transport, retail, and financial services, faces multiple constraints. Access to formal credit remains extremely limited, with most MSEs relying on informal financing. High energy costs reduce business competitiveness and discourage manufacturing. Additionally, the sector is largely informal, with limited regulatory oversight, low tax compliance, and inadequate business support services. Women and youth entrepreneurs face particular barriers, including restricted access to finance, land, and training. Public-Private Partnerships (PPPs) in infrastructure, agro-processing, and digital services remain underutilized.

Recent data indicate that over 60 percent of Puntland’s businesses operate informally, with fewer than 20 percent of MSEs accessing formal banking services. This financial exclusion limits the ability of enterprises to scale operations, adopt productivity-enhancing technologies, or build resilience to economic shocks. Remittances continue to account for over 30 percent of household income (Puntland Household Survey), underscoring the economy’s reliance on external flows rather than domestic enterprise growth.^[5]



To transform the private sector into a driver of inclusive growth, the Government must prioritize reforms to improve the investment climate, initiatives to formalize businesses, and strategies to expand access to finance. Strengthening trade infrastructure, enhancing access to regional markets, and supporting innovation through entrepreneurship hubs are critical to expanding economic opportunities and reducing import dependency. Establishing a regulatory environment that incentivizes formalization, alongside tailored financial instruments for MSEs – particularly those led by women and youth – would significantly enhance private sector contributions to GDP and job creation.

Key Achievements

The Government has made significant progress in public financial management. Domestic revenue collection increased by 62 percent, driven by improvements in tax systems and enforcement mechanisms. Budget transparency was strengthened, with quarterly and annual financial reports published regularly. Additionally, 80 percent of Government accounts were consolidated under a Treasury Single Account, enhancing fiscal discipline, cash management, and oversight.

In the area of private sector development and trade, both domestic and foreign investments saw notable growth – local investment rose by 67 percent, while foreign investment increased by 30 percent. The operationalization of 214 small industries, up from just 26 at the start of the plan, far exceeded the initial target of 74 and contributed significantly to employment creation. Key business-enabling legislation, including the investment law, licensing law, and quality control standards, were enacted to improve the investment climate and streamline private sector operations.

Strategic Challenges

- Puntland’s fiscal space has been gradually improving, despite a limited regulatory framework and adverse budgetary pressures. A persistent mismatch between domestic revenue and recurrent costs has constrained Government operations, highlighting the need for a medium-term fiscal strategy by the Ministry of Finance.
- Significant year-on-year fluctuations in multilateral and bilateral grants challenge long-term fiscal planning and sustainable development funding in Puntland. Additionally, political tensions and disputes between Puntland and the Federal Government of Somalia have hindered expected fiscal transfers, creating disparities compared to other regions.
- The economy is dominated by the private sector, with a large informal segment that reduces efficiency and limits the ease of doing business.
- Limited formal employment opportunities, weak institutional structures, and underdeveloped regulatory systems result in many individuals and SMEs operating outside formal registration, contributing to widespread tax avoidance.
- Although economic growth has rebounded, a real GDP growth rate of -0.5 percent is insufficient to keep pace with a population growth rate of 2.8 percent.
- Despite substantial support from remittances and the external sector, 90 percent of the economy relies on livestock, with subsistence agriculture providing additional support. Fisheries – despite representing a significant portion of Puntland’s natural resources – remain largely untapped due to limited access.
- The economy faces persistent inflationary pressures, primarily arising from supply-side shocks driven by climate change and global economic downturns.



- The absence of monetary policy instruments and an underdeveloped financial sector underscore the need to establish robust macroeconomic frameworks. While financial institutions are functioning, only 7.2 percent of the population aged 15+ have bank accounts, and borrowing from banks remains low at 2.3 percent.^[45]
- Limited institutional capacity and the absence of comprehensive macroeconomic data remain key barriers to effective economic planning and development.

4.4.2 Strategic Framework

Outcome 1: Improved public financial management systems and robust monetary policy frameworks to ensure fiscal discipline, accountability, and economic stability.

Outputs:

1. Improved public financial management systems.
2. Increased domestic revenue mobilization through reforms and diversification of revenue sources.
3. Strengthened accountability and transparency in statutory financial functions, and Improved public financial management systems.

Key Interventions:

- Improve budget allocation, expenditure control, and reporting standards by adopting program-based budgeting and aligning resource distribution with Development Plan priorities and programs.
- Develop a medium-term fiscal expenditure framework to guide sustainable public spending.
- Strengthen procurement and internal control standards by institutionalizing statutory financial functions.
- Enhance taxation policy and implement regulatory reforms to improve revenue generation.
- Increase domestic revenue mobilization through tax administration reforms and robust revenue oversight mechanisms.

- Upgrade customs infrastructure and automate operational functions at ports, airports, and border customs.
- Expand tax revenue sources by streamlining tariffs on natural resources and the informal sector.
- Build the capacity of the Office of the Auditor General as an independent supreme audit institution,
- Strengthen parliamentary oversight of public finance by enhancing the capacity of the Public Finance Committee.
- Promote citizen engagement through public budget hearings and transparent reporting on public expenditure management.

Outcome 2: Strengthened financial governance, improved stability of the financial sector, and expanded access to inclusive financial services.

Outputs:

1. Strengthened legal and regulatory frameworks to ensure financial integrity and compliance.
2. Expanded access to finance and promoted greater financial inclusion.
3. Modernized financial infrastructure and enhanced institutional capacity.

Key Interventions

- Formulate and implement an Anti-Money Laundering/Combating the Financing of Terrorism law to uphold financial integrity and align with international standards
- Operationalize Know Your Customer systems in private banks to verify client identities and mitigate financial crimes



- Establish and operationalize the Puntland Financial Intelligence Unit to ensure compliance oversight and prevent financial crime
- Develop a Credit Bureau system to enhance credit risk assessment and improve lending practices
- Promote microfinance services targeting productive sectors, with a focus on youth- and women-led enterprises
- Implement core digital financial systems, including core banking platforms, e-wallet solutions, and payroll management systems
- Establish a financial academy to provide structured training and certification in banking, finance, compliance, and digital innovation, strengthening institutional capacities.

Outcome 3: A vibrant business sector that drives investment, generates employment, and fosters economic growth.

Outputs:

1. Strengthened business enabling environment including for women through targeted policy and regulatory reforms.
2. Improved access to domestic, regional, and international markets by ensuring compliance with Sanitary and Phytosanitary Standards (SPS) expanding digital market platforms and enhancing market information systems.
3. Increased capacity of business organizations and chambers of commerce to provide effective services, support, and advocacy for the private sector including women entrepreneurs.
4. Enhanced export performance and reduced trade deficits through localized production, value addition, and market expansion.

Key Interventions

- Review and update existing laws and policies, including investment, business licensing, trade, company, industrial, and SME regulations
- Facilitate trade agreements with regional and international partners to expand market access and promote business growth
- Conduct outreach programs and workshops to help local businesses understand international trade market requirements
- Develop capacity-building programs and provide institutional support for business support organizations.
- Formulate an export promotion strategy targeting high-value sectors such as frankincense, seafood, agro-processing, industrial production, and services.
- Promote import substitution by strengthening domestic production through targeted incentives and protective policies.





PILLAR FOUR

**SOCIAL AND HUMAN CAPITAL
DEVELOPMENT**



PILLAR FOUR : SOCIAL AND HUMAN DEVELOPMENT

5.1 INTRODUCTION

Puntland Development Plan 4 (PDP-4) for 2026–2030 prioritizes the Social and Human Development Sector as a critical foundation for human capital development, inclusive economic growth, and resilient state-building. The pillar aims to ensure equitable access to quality services that enhance the well-being, capabilities, and agency of the Puntland population, with particular focus on women, youth, nomadic communities, internally displaced persons, and persons with disabilities.

The sector encompasses interrelated domains, including health, education, WASH (Water, Sanitation, and Hygiene), labor market and employment, innovation, housing, women and family affairs, social protection, and humanitarian and disaster management. PDP-4 recognizes that improving the quality and accessibility of these services not only addresses pressing human development challenges but also strengthens the adaptive capacities of individuals and communities to withstand economic, political, and environmental shocks.

Anchored in the principles of equity, inclusion, innovation, and decentralization, the Social and Human Development Sector builds on Puntland’s Vision 2040, the SDGs, Somalia’s National Development Plan, and relevant sectoral policies. It also draws lessons from previous development cycles, including the challenges of donor dependency, institutional fragmentation, and disparities in access across geographic and demographic groups.

Key sectoral shifts under this pillar include:

- Health, nutrition, and WASH: Consolidating systems to enhance coverage, quality, and resilience of public health services.

- Education: Strengthening the system to be transformative, responsive, inclusive, and digitally enabled.
- Labor market and employment: Improving participation, with a focus on youth employment, skills development, and social protection schemes.
- Innovation and technology: Fostering a culture of creativity and innovation, particularly through technology adoption and absorption.
- Social cohesion and inclusion: Strengthening civic engagement, cultural development, and empowerment of women and marginalized communities.

PILLAR VISION

Puntland envisions a society where all citizens are healthy, educated, productive, and resilient, capable of leading dignified lives and contributing meaningfully to inclusive economic growth.

This vision emphasizes the empowerment of individuals and communities to withstand social, economic, and climate-related shocks. Achieving this requires equitable access to quality social services, including health, education, social protection, and safe water and sanitation, alongside opportunities for sustainable livelihoods. By strengthening human capital, promoting social cohesion, and fostering innovation, Puntland aims to build a foundation for a prosperous, resilient, and inclusive society by 2030.



Pillar 4: Social and Human Development contributes to the following SDGs:

- **SDG 1: No Poverty** – eradicate extreme poverty, reduce poverty in all forms, implement social protection, ensure equal access to resources, and build resilience to shocks
- **SDG 3: Good Health and Well-Being** – reduce maternal and child mortality, fight communicable and non-communicable diseases, universal health coverage, mental health promotion, access to essential medicines, and reduce pollution-related deaths
- **SDG 4: Quality Education** – free and equitable primary/secondary education, access to ECE and higher education, gender equality in education, improve literacy/numeracy, and promote global citizenship and sustainable development education
- **SDG 5: Gender Equality** – end discrimination and violence, eliminate harmful practices, equal participation in leadership, equal access to resources and services, enforce gender-equal laws
- **SDG 6: Clean Water and Sanitation** – universal safe drinking water, equitable sanitation and hygiene, improve water quality, efficient water use and management, and protect water ecosystems.

**PILLAR FOUR THEORY OF CHANGE**

Human capital lies at the core of Puntland's socio-economic progress. The Theory of Change for Pillar Four assumes that a population that is healthy, educated, skilled, and socially empowered is the primary driver of inclusive growth, resilience, and nation-building. If Puntland strengthens human development systems—health, education, nutrition, skills development, social protection, and social cohesion—then citizens will be equipped to live healthy, dignified lives and productively contribute to the country's economic and social transformation.

This change will be achieved through:

- Improving the quality, accessibility, and equity of education, with a focus on foundational skills, digital literacy, and workforce-aligned technical and vocational training.
- Strengthening the health system to reduce maternal, child, and preventable deaths; improve disease prevention; and expand access to essential services across all regions.
- Advancing nutrition interventions, especially for women and children, to reduce malnutrition, improve cognitive development, and build lifelong productivity.
- Expanding social protection systems, targeting vulnerable groups and reducing socioeconomic disparities.
- Promoting social cohesion, civic engagement, and inclusion, with emphasis on youth and women.
- Investing in innovation, research, and skill development, fostering a competitive knowledge-based economy.
- Enhancing community resilience through psychosocial support, disaster preparedness, and community-driven development.



By building a skilled, healthy, and empowered population, Puntland will cultivate a productive and resilient society capable of accelerating economic transformation, strengthening social stability, and driving national development. Pillar Four provides the human foundation for all other pillars and is central to realizing the long-term vision of PDP-4

TABLE 1: PILLAR 4 THEORY OF CHANGE ILLUSTRATION

Pillar 4 Goal	A healthy, educated, and skilled population driving social and economic progress
Challenges	<ul style="list-style-type: none"> • Weak institutions, significant policy and regulatory gaps, and technical and infrastructural deficiencies in social service provision. • Social services face minimal government budget allocations and remain heavily dependent on donor support. • Access to inclusive, good-quality, and affordable essential social services (education, health, water, electricity, and welfare schemes) is severely limited. • Significant disparities in access to essential services persist for vulnerable groups, including women, nomads, IDPs, and persons with disabilities.
Interventions	<ul style="list-style-type: none"> • Review and update sectoral regulatory frameworks, and strengthen institutional capacity, operational systems, and inter-institutional coordination. • Expand education infrastructure and resources, prioritizing vocational and technical schools to improve access, skills, and quality for all. • Strengthen healthcare quality systems, expand health infrastructure and workforce, and enhance medical supply chain management. • Expand household access to clean water, affordable electricity, and social protection services. • Promote gender equality and youth empowerment programs • Establish blended financing and resource mobilization mechanisms.
Outputs	<ul style="list-style-type: none"> • Upgraded sectoral regulatory frameworks, institutional system and coordination capacities. • Improved access to inclusive good quality social services (education, health water and so on) • Enhanced participation of women and youth in access to education, health and work. • Increased budget allocated to social services (education, health water and so on).
Outcomes	<ul style="list-style-type: none"> • Inclusive and responsive policies, with effective, transparent, and accountable institutions. • Improved literacy and development of a skilled, innovative society. • Reduced child and materiality mortality and increased life expectancy. • Improved social cohesion, reduced social inequalities and vulnerabilities. • Enhanced citizens’ potential, productivity, and well-being.
Impact	<ul style="list-style-type: none"> • A society where all citizens are healthy, educated, productive, and resilient, capable of leading dignified lives and contributing meaningfully to inclusive economic growth.



KEY ENABLERS

1. Strengthening governance systems and institutional capacity

- Enhance the transformation, responsiveness, inclusivity, and digital enablement of governance structures
- Consolidate social service systems to improve coverage, quality, and resilience by:
 - a. Building institutional and human capacity within ministries, departments, and agencies.
 - b. Decentralizing service delivery and empowering regional and district authorities with clear mandates and capabilities.
 - c. Fostering creativity and innovation through technology adoption by institutionalizing digital and data ecosystems to support evidence-based policy, planning, coordination, and decision-making.

2. Improving human capital development and labor market participation

- Align education, Technical and Vocational Education and Training (TVET), and employment systems to produce a skilled, adaptable workforce
- Focus on youth employment, skills development, entrepreneurship, social protection, innovation, and digital literacy by integrating these competencies into curricula
- Create pathways from learning to earning for youth and women through job placement, business incubation, and MSE support

3. Strengthening social cohesion and community empowerment

- Promote peacebuilding, civic education, and cultural development
- Empower women and marginalized communities to actively participate in service delivery through community education and health committees

4. Public-Private Partnerships and innovative financing

- Leverage private sector investments in health, education, TVET, and housing
- Mobilize domestic resources, diaspora financing, and blended investment models for sustainable social sector development
- Promote transparency and accountability in financial management of social sector programs

5. Enhancing climate resilience and shock-responsive service delivery

- Develop climate-resilient and adaptive health, education, and social infrastructure
- Promote green technology, renewable energy, and locally adapted solutions across urban and social infrastructure
- Implement shock-responsive social protection systems to mitigate the impact of crises and strengthen community resilience





5.2 EDUCATION, CULTURE, AND SOCIAL MINDSET SUB-PILLAR

5.2.1 Situational Analysis

The education, culture, and social mindset sub-sector plays a central role in shaping a productive, equitable, and cohesive society in Puntland. Amid a rapidly growing youth population, persistent inequalities, and the need to recover from protracted fragility, the sector is positioned not only as a driver of human capital development but also as a foundation for peacebuilding, resilience, and inclusive governance. With 53 percent of the population under the age of 15, education serves as a fundamental platform for promoting inclusive development, cultural preservation, and social mindset transformation. Since Puntland's formation in 1998, the Ministry of Education and Higher Education (MOEHE) has made significant strides in rebuilding and institutionalizing a coherent education system.

Key achievements include:

- Development of essential policies and legal frameworks
- Establishment of administrative structures to manage education delivery
- Expansion of educational access across all levels
- Promotion of values such as peace, civic responsibility, and resilience in a post-conflict context.

In alignment with its mandate to strengthen education governance and service delivery, the MOEHE developed the **Education Sector Strategic Plan (ESSP) 2023-2027**, which serves as the roadmap for advancing equitable, inclusive, and quality education.

The ESSP focuses on:

- Improving learning outcomes
- Expanding access to all levels of education, including early childhood, primary, secondary, TVET, and higher education

- Strengthening sectoral coordination, accountability, and data-driven decision-making
- Enhancing teacher professionalization, infrastructure development, and community participation.

Education is pivotal to Puntland's socio-economic transformation, particularly in fragile and post-conflict settings. Since 1998, the MOEHE has laid the foundation for legal, administrative, and strategic systems that expand educational access, equity, and quality. Puntland's education system now comprises early childhood, primary, secondary, TVET, non-formal, and higher education, with notable progress in enrolment, infrastructure expansion, and curriculum development.

Key Challenges

Despite these advances, access to education remains a significant hurdle. As of 2023/2024:

- 67 percent of primary school-aged children are out of school
- 85.7 percent of adolescents are out of school
- Marginalized groups, such as nomadic children, face systemic exclusion, with only 3 percent participation.

Addressing these gaps is critical to ensuring inclusive, equitable, and transformative education that supports long-term social and economic development.^[46]

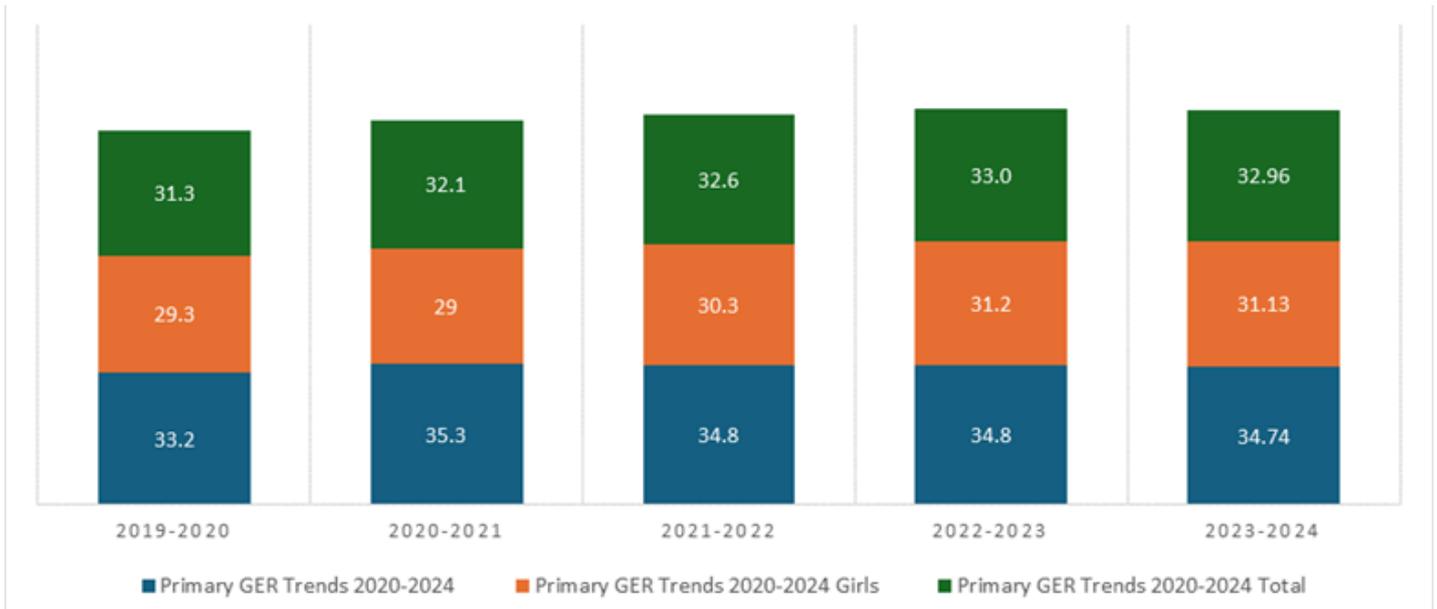


Figure 29: Primary gross enrolment rate - 2020-2024

Structural barriers continue to exacerbate education access challenges in Puntland. Key obstacles include:

- High levels of household poverty limit families’ ability to cover education-related costs.
- Even basic school fees, uniforms, and learning materials present significant burdens.
- Some 21 percent of children experience delayed formal school enrolment because they first attend Qur’anic schools.
- Around 16 percent of children engage in work that limits their participation in formal education from 19 to 23, and faculty numbers rose from 977 to 1,431.

However, these expansions, enrolment declined to 18,566 in 2023/24, primarily due to affordability challenges and weak links with the labor market.^[47] Despite these barriers, progress has been made in enrolment (see Figure 30: Primary enrolment trends in all schools- 2020-2024):

- Primary enrolment excluding Alternative Basic Education (ABE) has reached 235,129 learners, representing only 33 percent of school-aged children
- Combined Primary and ABE enrolment totals 241,475 learners, highlighting the limited reach of formal and alternative education pathways.

These figures underscore the urgent need for targeted interventions to remove structural barriers, expand access, and ensure that all children – including marginalized and vulnerable groups – have the opportunity to participate fully in Puntland’s education system.

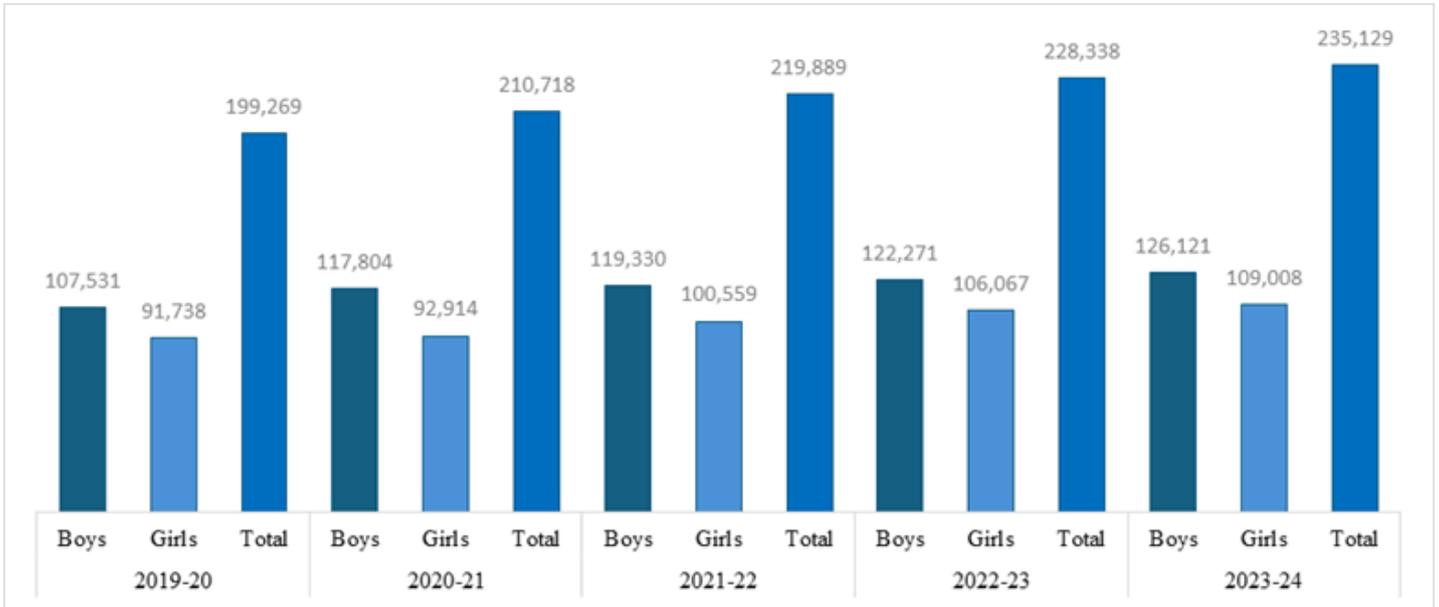


Figure 30: Primary enrolment trends in all schools - 2020-2024

Encouragingly, the **Gender Parity Index (GPI)** has improved to 0.89, and enrolment of children with disabilities in primary schools has increased to 2,432. Despite these gains, access remains disproportionately limited in rural and pastoralist communities. In Early Childhood Education (ECE), enrolment rose by 13.7 percent between 2022/23 and 2023/24, although infrastructure expansion has not kept pace with growing demand.^[48]

Secondary education has also grown steadily, with enrolment increasing from 40,876 to 48,087 between 2021/22 and 2023/24, supported by the expansion of schools and teachers. Nevertheless, the GER remains low at 14.3 percent, and girls continue to be underrepresented, with a GPI of 0.61 (see Figure 31: Secondary gross enrolment trends - 2020-2024).

Higher education institutions increased non-formal education has experienced a significant decline, with enrolment and teacher numbers dropping sharply. This regression is attributed to reduced funding and weak institutional prioritization. In the TVET sector, enrolment fell from 2,957 to 2,703 between 2021/22 and 2023/24. Many centers, initially established through short-term projects, were later closed, highlighting the need for sustainable planning. The sector also faces limited private sector engagement, outdated instructional tools, and shortages of qualified instructors.^[49]



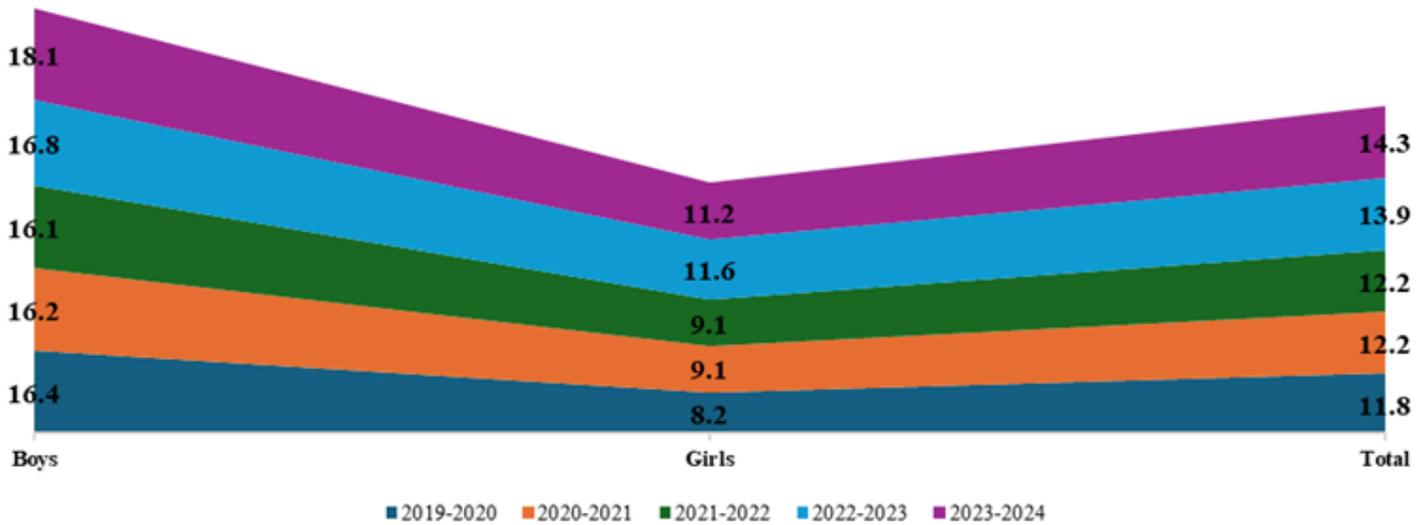


Figure 31: Secondary gross enrolment trends - 2020-2024

Learning quality is constrained by overcrowded classrooms, limited instructional time, and high pupil-teacher ratios (approximately 40:1 in primary and 29:1 in secondary schools). Only 38 percent of teachers are certified. In 2023/24, 604 teachers received training, yet gender disparity remains pronounced, with only 22.5 percent of trained teachers being women. Curriculum development has advanced, including textbook distribution across levels and the development of ECE content.

School inspection tools have been consolidated, with 39 percent of schools inspected in 2023 and 30 percent in 2024. Nonetheless, challenges persist in uneven implementation, lack of inclusive learning materials, and weak assessment practices.

Infrastructure improvements include the construction of 14 new schools, rehabilitation of 88 classrooms, and 36 new WASH facilities. However, many schools remain vulnerable to seasonal floods and extreme temperatures, particularly in Galkacyo, due to poor drainage, low-cost construction materials, and the absence of climate-resilient designs.

Education financing remains insufficient. Only 8 percent of the state budget is allocated to education, with households covering 70 percent of costs. From 2022–2024, Government funding accounted for just 12.6 percent of ESSP needs (US\$4.2 million), while development partners contributed 53.5 percent (US\$17.9 million). A funding gap of US\$11.65 million persists.

To consolidate gains and address persistent gaps, priorities include:

- Expanding access in underserved areas, particularly for nomadic populations and girls.
- Revitalizing Non-Formal Education (NFE) and TVET through stronger industry linkages and sustainable financing.
- Professionalizing and diversifying the teaching workforce.
- Scaling climate-resilient infrastructure.
- Strengthening inclusive, gender-responsive financing mechanisms.

Without these interventions, Puntland’s education sector risks falling short of its transformative potential for sustainable development.



Key Achievements

- Policy, Planning, and Institutional Development:** The MOEHE successfully developed and launched the ESSP 2023–2027, providing a clear roadmap for equitable, inclusive, and resilient education reform. The plan includes the harmonization and standardization of the national curriculum and updates to key policies across education sub-sectors. MOEHE also strengthened decentralized education governance by establishing and reinforcing District Education Offices, improving local service coordination and stakeholder engagement. Additionally, legal frameworks and policies – including the Education Act, Higher Education Policy, and TVET Policy – were revised to address emerging priorities such as digital learning, inclusive education, and climate change adaptation.
- Access and Equity Improvements:** Primary school enrolment increased to 235,129 learners in 2023/24, representing 32.97 percent of the school-age population. Furthermore, the GPI improved 0.89, and 2,432 children with disabilities were enrolled. At the Secondary school level enrolment rose from 40,876 in 2021/22 to 48,087 in 2023/24. Despite this growth, the GER remains low at 14.3 percent, signaling continued access barriers for adolescents, particularly girls. ECE experienced a 13.7 percent increase in enrolment, reaching 5,090 learners, supported by 186 teachers across 50 centers. Higher education institutions expanded from 19 to 23, while academic staff increased from 977 to 1,431, reflecting an enhancement in tertiary education capacity. Nomadic and rural outreach initiatives have also improved; however, children in these communities continue to face the highest exclusion, with pastoralist enrolment remaining at only 3 percent.

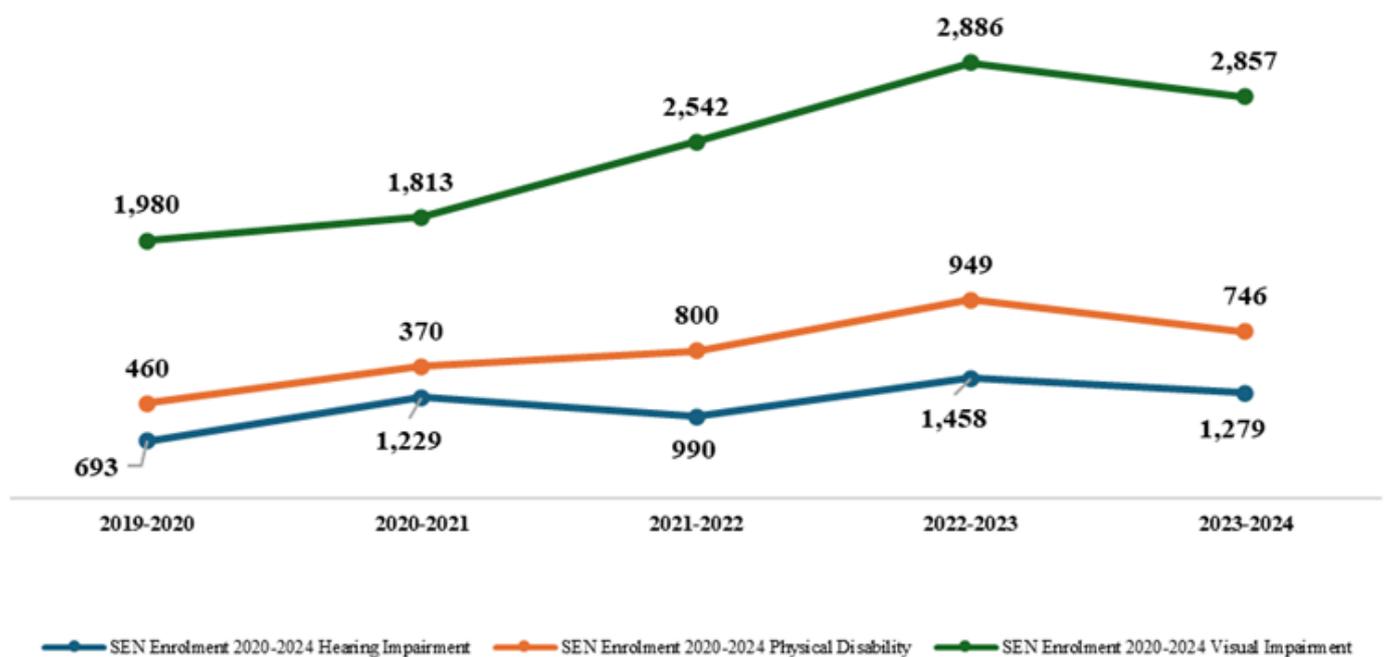
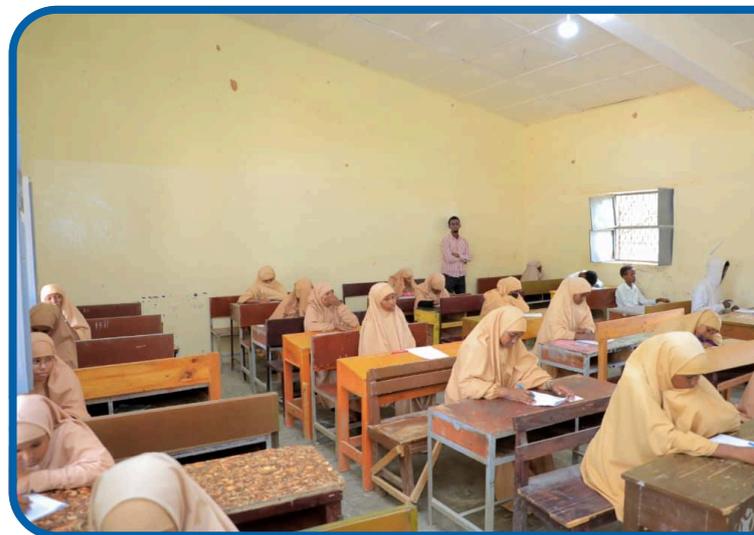


Figure 32: Primary enrolment for children with special education needs - 2020-2024^[50]



- **Teacher Development and Workforce Management:** The overall proportion of female teachers stands at approximately 3.6 percent. During 2023/24, the MOEHE trained 604 teachers in subject knowledge and pedagogy. However, only 22.5 percent of trained teachers were female, prompting continued efforts to bridge gender gaps in the teaching workforce. Teacher inspection and performance monitoring were strengthened through the use of standardized tools, with 39 percent of schools inspected in 2023 and 30 percent in 2024. While the teacher certification rate remains low at 38 percent, new teacher deployment guidelines have been introduced to promote equitable staffing across regions.
- **Infrastructure and Learning Environments:** Significant infrastructure investments were made, including the construction of 14 new schools, rehabilitation of 88 classrooms, and installation of 36 WASH facilities. Despite these improvements, poor drainage systems and climate-induced damage – particularly in Galkayo – continue to disrupt school operations, highlighting the need for more climate-resilient infrastructure planning. Additionally, limited instructional time (with schools operating for only four hours daily) and high pupil-teacher ratios (40:1 in primary schools) continue to constrain the quality of learning environments.
- **Curriculum, Quality Assurance, and Learning Materials:** A unified national curriculum has been developed and implemented across all education levels, emphasizing inclusivity, local relevance, and foundational competencies. New syllabi and textbooks were produced for ECE and secondary levels, with instructional materials distributed to public schools. Quality assurance frameworks were institutionalized, including standardized school inspection tools, which are now operational at the regional level to strengthen accountability and performance monitoring.
- **TVET and Non-Formal Education (NFE):** TVET enrolment reached 2,703 learners in 2023/24, supported by 113 teachers across 29 centers. Although this represents a reduction compared to previous years, it reflects sustained efforts to strengthen the skilled workforce. The Ministry developed draft competency-based curricula and expanded occupational fields to align with labor market demands. NFE enrolment declined to 10,512 learners due to funding shortfalls; however, new strategies have been introduced to target out-of-school youth, Internally Displaced Persons (IDPs), and women through community-based learning programs.^[51]
- **Gender Inclusion and Social Mindset:** Targeted interventions have contributed to improved girls' participation, with the GPI reaching 0.89 in primary and 0.61 in secondary education (see Figure 33: Gender parity index trends - 2020-2024). Campaigns promoting the value of girls' education were intensified, particularly in rural areas. To address gender imbalance in the teaching workforce, the Ministry introduced female teacher recruitment incentives, resulting in female representation of 14 percent in primary and 3.6 percent in secondary schools. Inclusive education guidelines were also developed, and pilot support tools for learners with disabilities were introduced in selected schools.



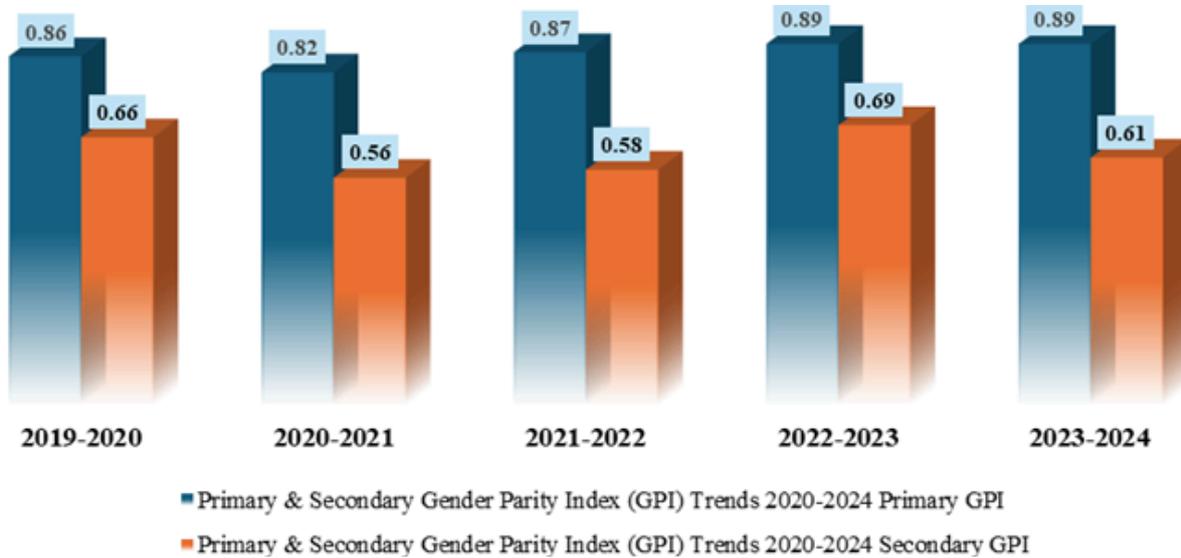


Figure 33: Gender parity index trends - 2020-2024

Education Financing and Partner Coordination

Between 2022 and 2024, the Ministry mobilized US\$22.1 million, with 53.5 percent contributed by development partners and 12.6 percent sourced from Government budgets. To address the ESSP funding gap of US\$11.65 million, the Ministry operationalized an Education Financing Strategy aimed at improving resource mobilization and allocation efficiency. Joint Review of the Education Sector forums and Education Sector Coordination Meetings further enhanced transparency, accountability, and stakeholder alignment (see Figure 34: 7th Joint review of Education Sector - 2025).

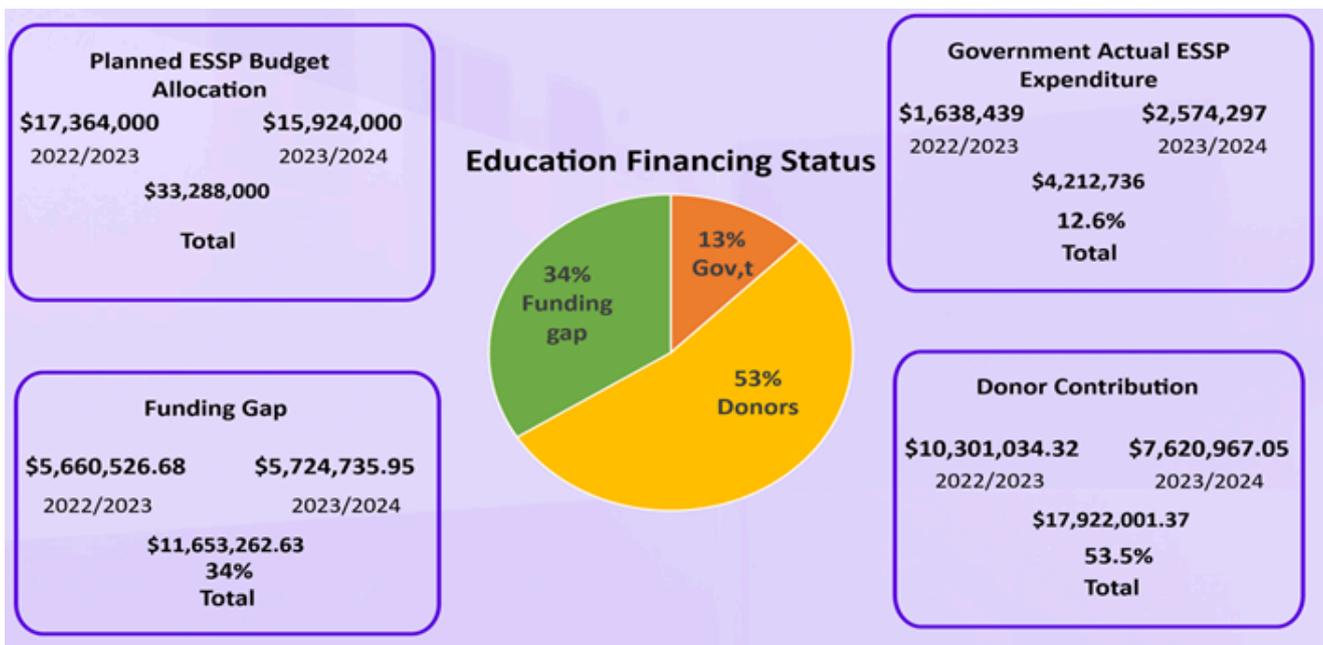


Figure 34: 7th joint review of the Education Sector - 2025



- **Data, Monitoring, and Accountability:** Enhancements to the Education Management Information System (EMIS) have improved data coverage, particularly across formal schools. Planning and M&E units were established within regional offices, strengthening decentralized decision-making and reporting. The Ministry finalized the ME framework and aligned it with annual operational planning tools to promote evidence-based management.
- **Climate Adaptation and Disaster Risk Reduction:** The MOEHE initiated climate-adaptive infrastructure designs and promoted the adoption of green school principles. In addition, emergency education response protocols were updated to address disruptions caused by floods, droughts, and displacement – challenges that continue to affect internally displaced and vulnerable learners.
- **Cultural Revitalization and Civic Education:** Civic and peace education content was integrated into the new national curriculum to promote social cohesion, national identity, and participatory citizenship. Culture and arts were also advanced through extracurricular activities, including school clubs and district-level education festivals, fostering creativity and community engagement among learners.

Strategic Challenges

- **Limited Access and Persistent Out-of-School Population:** Despite gradual improvements, primary and secondary enrolment rates remain critically low. Only 32.97 percent of primary school-age children are enrolled, leaving more than 491,000 children out of school. Access barriers are most severe among rural, nomadic, and IDP communities. Sociocultural norms and economic pressures – such as the need for child labor and the prioritization of Qur’anic education – continue to limit participation in formal education.
- **Infrastructure Deficits and Climate Vulnerability:** Schools continue to face significant infrastructure gaps, including inadequate classrooms, limited WASH facilities, and the absence of learning spaces designed to withstand rising temperatures and seasonal flooding, particularly in urban areas such as Galkacyo. Most schools operate in double shifts with only four hours of instruction per day, which negatively affects learning outcomes. Overcrowded classrooms and insufficient climate-resilient infrastructure further exacerbate the challenge of providing a conducive learning environment (see Figure 35: School infrastructure trends for the last five years).

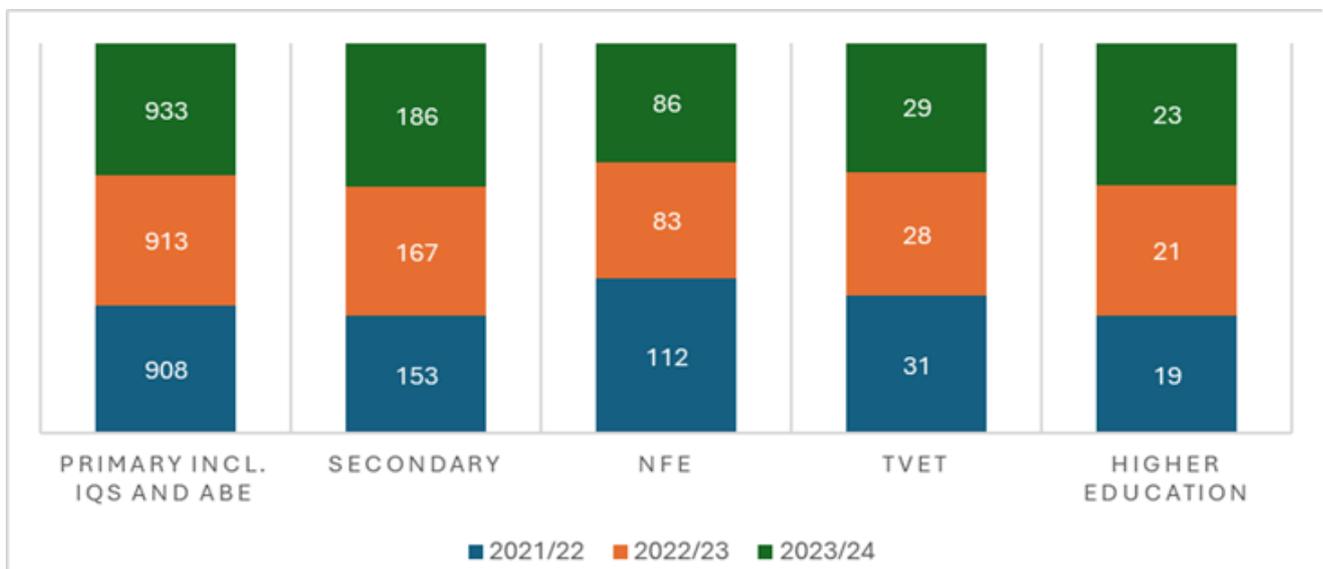


Figure 35: School infrastructure trends for the last five years



- **Teaching Workforce Shortages and Low Certification:** The education sector experiences widespread shortages of trained teachers, particularly in rural and remote areas. Only 38 percent of teachers are certified, and the pupil-teacher ratio remains high at 40:1 in primary schools. Female teacher representation is low, with 14 percent in primary and 3.6 percent in secondary schools, limiting role models for girls and constraining gender-sensitive learning environments.
- **Weak Quality, Curriculum Implementation, and Learning Resources:** Although a unified national curriculum has been developed, delays in textbook distribution, limited school inspection coverage, and insufficient inclusive learning materials hinder effective delivery. Instructional quality is further undermined by minimal classroom time, limited continuous professional development, and weak formative assessment systems. Inclusive education remains underfunded and unevenly implemented.
- **Fragmented and Underperforming TVET and NFE Systems:** The TVET system remains fragmented, with many programs project-based and poorly aligned with labor market needs. Despite efforts to implement competency-based curricula, access to industry-specific training in sectors such as agriculture, mining, and applied sciences is limited. NFE has experienced declining enrolment due to financial constraints and a lack of structured institutional support.
- **Insufficient Financing and Institutional Capacity Gaps:** The education sector continues to rely heavily on external funding, with only 12.6 percent of ESSP financing sourced domestically. Regional and district education offices frequently lack adequate resources and staffing. Education Management Information System (EMIS) is not consistently utilized at the school level, and planning and M&E systems remain weak.

These gaps limit the Ministry's ability to deliver equitable, quality education at scale and respond effectively to evolving sector challenges.

5.2.2 Strategic Framework

Building on the achievements of the ESSP 2023-2027, this strategic framework prioritizes inclusive and equitable access, improved learning quality, strengthened institutional capacity, cultural revitalization, and transformation of societal norms. Key areas of focus include expanding foundational education, fostering civic responsibility, integrating climate resilience, and preparing learners for the 21st-century economy through skill development, digital literacy, and value-based education.

The framework envisions transforming Puntland's education system into a learner-centered, inclusive, and resilient platform that nurtures academic achievement, cultural identity, social cohesion, and lifelong learning opportunities. It aims to ensure equitable access to quality education at all levels, promote civic responsibility and cultural heritage, and strengthen institutional systems to deliver effective, climate-resilient, and community-driven education services. Ultimately, the strategic direction seeks to empower all learners to reach their full potential, foster a mindset of peace, equity, and innovation, and contribute to sustainable social and economic development.

Outcome 1: Strengthened governance, policy, and institutional capacity in education.

Outputs:

1. Education sector policy and regulatory frameworks are enhanced and institutionalized; governance systems, quality assurance, and coordination structures are strengthened.
2. Institutional capacity for effective education management is strengthened through sustainable financing and optimized budgeting.



- Education sector performance and service delivery are improved through knowledge management, capacity building, and merit-based professional standards.

Key Interventions:

- Review and update sector policies, plans, and regulatory frameworks
- Institutionalize Education Sector Coordination meetings, technical working groups, and conferences.
- Enhance decentralization with the establishment of Quality Assurance Structures at regional/district levels
- Establish Puntland Higher Education Commission for policy, quality assurance, and coordination
- Adopt the Vocational Qualifications Framework
- Formalize partnerships between Higher Education Institutes (HEI), TVET centers, and industries (agriculture, health, IT, construction, mining)
- Advocate for increased public education spending (target $\geq 13\%$ of Government revenue).
- Develop a sector-wide resource mobilization strategy
- Establish university research funds and innovation hubs focusing on applied research in local priority areas
- Modernize EMIS with decentralized data entry and real-time reporting
- Increase qualified MOEHE staff and institutionalize professional standards and career progression
- Strengthen planning, M&E, gender, and research units
- Build capacity of HEI academic staff.

Outcome 2: Expanded and equitable access to education with preparedness for emergencies

Outputs:

1. Increased enrolment at pre-primary, primary, and secondary levels, targeting nomadic, rural, IDP, and low-income communities.
2. Inclusive, gender-responsive, child-friendly education systems with improved learning environments and support mechanisms.
3. Raised enrolment and literacy in NFE and ABE.
4. leveled up enrolment in TVET and higher education.

Key Interventions:

- Establish pastoralist/nomadic community basic education.
- Expand inclusive ECE schools/centers and construct integrated classrooms.
- Pilot free primary schools in remote areas.
- Rehabilitate and expand primary and secondary schools.
- Ensure Education in Emergencies services for crisis-affected children.
- Strengthen learning assessments and examinations.
- Operationalize community and parental awareness programs on early learning and nutrition.
- Implement gender-responsive strategies: recruit female teachers, conduct social/cultural awareness campaigns
- Expand school feeding, scholarships, bursaries, and capitation grants.
- Construct and operationalize NFE/ABE centers.
- Expand technical secondary schools and access to higher education/TVET in underserved regions.



Outcome 3: Equitable and quality education outcomes through resilient infrastructure and skilled workforce.

Outputs:

- Climate-resilient and inclusive school infrastructure framework institutionalized.
- Curriculum-aligned, inclusive, context-relevant teaching and learning materials operationalized.
- Sustainable teaching professional workforce development strategy implemented, ensuring equitable access to qualified teachers.

key Interventions:

- Develop climate-resilient school building standards (solar, rainwater harvesting, ventilation)
- Implement inclusive infrastructure strategies for physical accessibility
- Establish a digital platform for textbooks and supplementary materials
- Integrate climate change, peace education, civic engagement, and life skills into curricula
- Harmonize curriculum, quality assurance, and accreditation in TVET and higher education
- Launch teaching workforce development program
- Scale up pre-service and in-service teacher training colleges with focus on learner-centered pedagogy, digital literacy, and inclusive education
- Implement career pathways, accreditation, and continuous professional development
- Promote gender parity in teacher recruitment and leadership, offering incentives where needed.





5.3 HEALTH SUB-PILLAR

5.3.1 Situational Analysis

Healthy populations are the foundation of prosperity, and strong health systems drive strong economies, creating thriving nations. Since its establishment in 1998, Puntland has made remarkable progress in strengthening its health sector, despite operating under challenging socio-political and economic conditions. The Ministry of Health (MoH) has effectively adopted strategic frameworks, including the Essential Package of Health Services (EPHS), which has become the cornerstone of primary healthcare delivery. These frameworks have guided the state in planning, implementing, and monitoring health services to improve population health outcomes.

In collaboration with development partners, Puntland has implemented critical public health programs, including state-wide immunization initiatives and epidemic surveillance systems such as the DHIS2 and the EWARN. Maternal and child health outcomes have shown progress through expanded outreach programs, particularly via skilled birth attendants, stabilization centers, and nutrition services. These initiatives have contributed to improved access to essential healthcare and better health indicators for vulnerable populations. Puntland has also made significant strides in policy and governance by developing key frameworks, including the Health Sector Strategic Plan (HSSP), Human Resources for Health Policy, and Expanded Program on Immunization (EPI) Policy.

These frameworks have provided direction for health service delivery operations, strategic interventions, and sector reforms. However, despite these achievements, the state continues to face a major regulatory gap that undermines the effectiveness, equity, and safety of health services. Currently, there is no functional and enforceable regulatory framework to govern healthcare providers, facilities, pharmaceuticals, or clinical standards.

Additionally, Puntland lacks an independent regulatory authority with the mandate and capacity to license health professionals, accredit health facilities, or monitor compliance with national standards. One of Puntland’s most notable achievements is the expansion of a decentralized public health infrastructure. The tiered network of hospitals, health centers, and primary health units has improved geographic coverage and access to essential health services, particularly for rural and underserved populations. This decentralized approach has strengthened the state’s ability to reach communities that previously had limited access to healthcare.

Overall, Puntland has made significant progress in strengthening its health sector through strategic frameworks, public health programs, and decentralized infrastructure. Yet, addressing the regulatory gaps remains critical to ensure that health services are safe, equitable, and of high quality for all populations across the state.



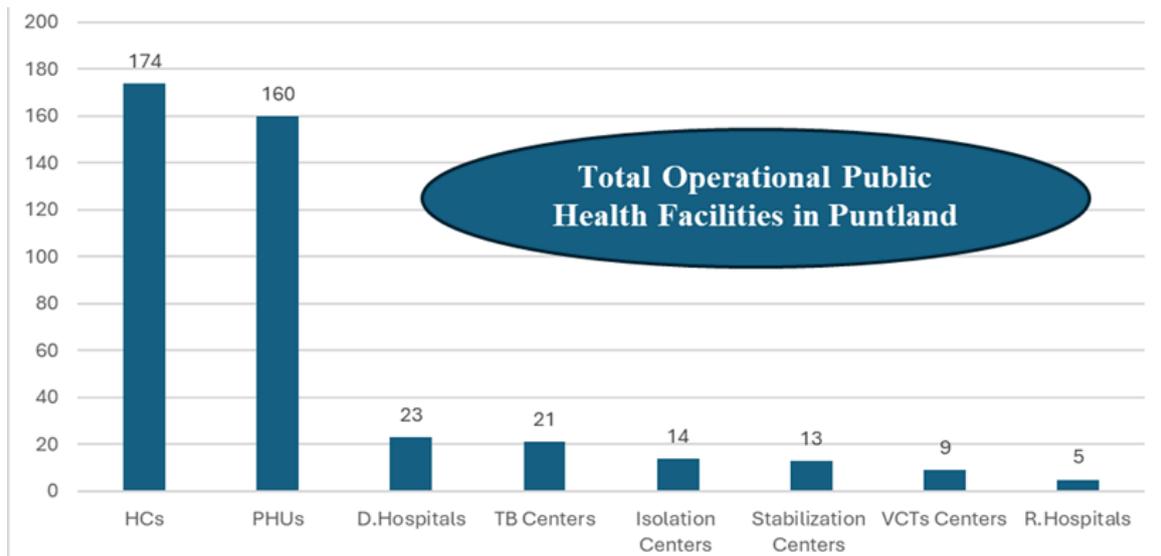


Figure 36: Operational public health facilities across Puntland^[52]

Puntland’s public health infrastructure comprises a broad network of facilities delivering primary, secondary, and some specialized services. However, significant disparities in distribution and service capacity persist, particularly in remote and underserved areas. Despite the scope of this network, access to quality care remains limited in many districts due to shortages in infrastructure, skilled staff, emergency transport, and advanced services such as blood banks and operating theatres. Alarming, 90 percent of districts fall below minimum service standards.

Distance remains a major barrier to healthcare access, with 58 percent of women reporting difficulties reaching health facilities and many communities located over 30 kilometers from the nearest health center. As a result, only about one-third of the population is estimated to have access to essential health services, while coverage of key interventions, including immunization, remains among the lowest globally.

Puntland also faces major gaps in health technological infrastructure. Most facilities lack modern diagnostic and treatment equipment, and chronic underinvestment in tertiary healthcare has left regional referral hospitals unable to manage complex medical conditions.

Consequently, a growing number of patients seek medical care abroad, highlighting systemic weaknesses that require urgent policy attention and investment. Health indicators reflect the fragility of Puntland’s healthcare system, particularly in maternal, neonatal, and child health. Life expectancy is low, at 53 years for males and 56 years for females, while fertility rates are exceptionally high, averaging 6.8 children per woman. Access to healthcare is severely restricted, with 72 percent of women reporting at least one barrier to care, and only 26 percent receiving antenatal care from skilled providers.

Maternal mortality is alarmingly high at 622 per 100,000 live births, while neonatal and perinatal mortality rates stand at 36 and 44 per 1,000 live births, respectively. Skilled attendance at birth is limited to 32.6 percent, and only 10 percent of mothers and 9 percent of new-borns receive postnatal care within two days.^[53]

Immunization coverage is among the lowest globally at 21 percent, and access to essential medicines is just 27.5 percent. The human resource gap is acute, with only three doctors and four nurses or midwives per 10,000 people, far below World Health Organization standards. These indicators underscore the urgent need for targeted investments and reforms to reduce preventable deaths and build a resilient health system.



Nutrition remains a critical concern, particularly among children under five and women of reproductive age. About 25 percent of children under five are stunted, reflecting chronic undernutrition, while 11 percent are wasted, indicating acute malnutrition, and another 25 percent are underweight. Among women of reproductive age, 19 percent have a Body Mass Index below 18.5, indicating undernutrition, while 14 percent are overweight, reflecting a growing double burden of malnutrition.^[54]

These trends are driven by inadequate food intake, poor dietary diversity, illness, and limited access to maternal and child health services. Nutrition-related vulnerabilities are further compounded by weak community-level interventions and poor continuity of care for mothers and young children. The health system faces overlapping challenges, including weak institutional capacity, climate-induced shocks, widespread poverty, underdeveloped infrastructure, and chronic underfunding, all of which undermine equitable and resilient service delivery.

Poor integration between public and private providers, lack of policy enforcement, and rising medical costs exacerbate these challenges, resulting in persistent service gaps and widening health inequities.

Health financing relies on a mix of extremely limited Government allocations, donor support, diaspora remittances, and high out-of-pocket household spending. Historically, Government spending on health has been below 1 percent of the State budget, while social sectors overall receive less than 5 percent.

Donor funding, which peaked at US\$13.48 million in 2021, declined by 58.5 percent over three years, posing a major threat to service sustainability (see Figure 37: Budget support to health sector). Consequently, nearly half of households bear full healthcare costs, and over a third cannot afford essential care, deepening inequality and financial hardship.

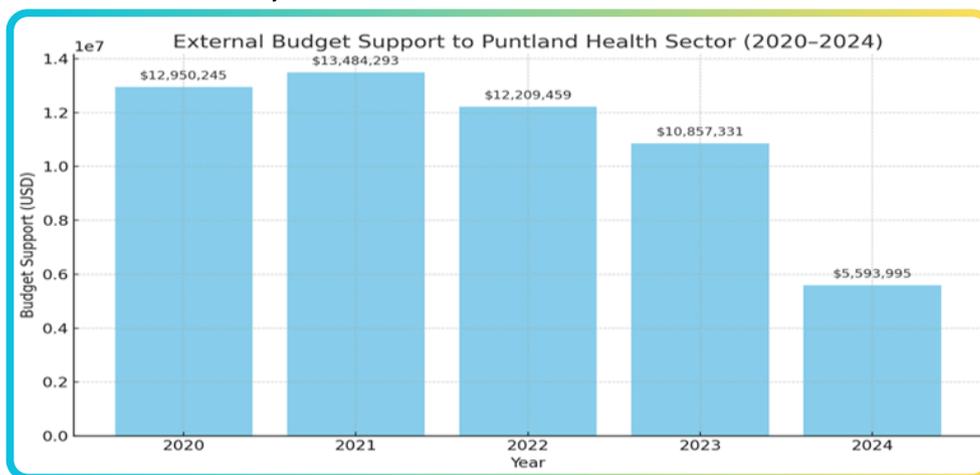


Figure 37: Budget support to health sector^[55]

The primary healthcare tier, guided by the Essential Package of Health Services (EPHS), represents the most inclusive, equitable, and cost-effective approach to delivering health services. This tier ensures that services are high quality, safe, comprehensive, integrated, accessible, available, and affordable for all populations, regardless of location.^[56] By focusing on primary healthcare as the foundation of the system, Puntland aims to provide a broad range of essential services that address the health needs of communities while promoting equity and efficiency.



At the highest strategic level, the Health Sector Strategic Direction Framework envisions a strengthened and resilient health system. This framework aims to ensure broad population coverage and access to quality essential health services, with particular attention to reducing maternal and under-five mortality rates. It seeks to minimize the need for out-of-country medical referrals for critical and complex cases, thereby improving local capacity and reducing costs. The framework also emphasizes strengthening digital health information systems to support better decision-making, reducing financial hardship for households, enhancing health security, and ensuring medical quality and adherence to professional standards (see Table 1: High-level Outcomes and Targets).

Outcome indicator	Baseline	Targets
Maternal Mortality Ratio	563* per 100,000 live births	435 per 100,000 live births
Neonatal Mortality Rate	36 per 1,000 live births	25 per 1,000 live births
Antenatal Care Attendance (ANC, ≥1 visit)	26% attended at least once	50 percent at least 1 ANC
Skilled Birth Attendant	32% deliveries assisted by SBA	60% SBA
Postnatal Care (Mothers, 2 days)	10% received PNC within 2 days	40% PNC within 48 hours
Postnatal Care (New-borns, 2 days)	9% received PNC within 2 days	40% PNC with 48 hours
Fertility Rate	6.8 children per woman	6.0 but hard to measure
Under-5 Mortality Rate	137 per 1,000 live births	96 per 1,000 live births (reduce by 30%)
Immunisation Coverage Rate	21% fully immunised (12–23 months)	50% fully immunised (12–23 months)
Doctors per 10,000 population	5 doctors per 10,000	5 doctors per 10,000
Nurses & Midwives per 10,000 population	4 per 10,000	6 per 10,000
Healthcare Access Barriers	72% of women (15–49) with ≥1 problem accessing care	35% access to barriers
Health Facility Deliveries	19% delivered in a health facility	50% institutional delivery
Female Genital Mutilation	99% of women (15–49) undergone FGM/C	69% Pharaonic type

KEY ACHIEVEMENTS

Over recent years, the Ministry has developed a range of strategic policies, frameworks, and plans to strengthen the health sector’s performance and coordination. Key finalized documents include the Human Resources for Health Policy, the EPI policy, and the HSSP, along with several operational guidelines.



With support from health stakeholders, the Ministry has established a unified HMIS, enabling all public health facilities to fully utilize the DHIS2.^[57] This has improved the reliability and timeliness of health data, thereby enhancing planning, monitoring, and evaluation of health program outcomes across the state. Significant progress has been made in expanding and strengthening the health workforce. With partner support, the Ministry has trained and deployed midwives, nurses, and community health workers, prioritizing underserved and hard-to-reach areas. Health infrastructure has also expanded through a tiered service delivery system comprising regional hospitals, health centers, and primary health units. This geographic decentralization has improved access to essential health services and reduced inequities in service delivery.

Investments in tertiary healthcare have included the rehabilitation and equipping of referral hospitals in major urban centers such as Garowe, Galkacyo, and Bosaso. Despite these improvements, Puntland still lacks an advanced tertiary hospital capable of managing complex medical cases. The state has achieved notable progress in immunization, including the eradication of polio and measles, and in 2025 successfully introduced the Rotavirus vaccine into the routine immunization program – a major milestone in reducing diarrheal diseases and child mortality. Public health campaigns and strengthened service delivery have contributed to measurable reductions in maternal and under-five mortality, especially in high-burden districts.

In nutrition, the Ministry has developed and implemented the Infant and Young Child Feeding Strategy and integrated nutrition services into the EPHS. Supported by partners, the Ministry has expanded Community-Based Management of Acute Malnutrition, Targeted Supplementary Feeding Programs, and stabilization centers to manage severe acute malnutrition with complications.

Health surveillance and epidemic preparedness have also improved through stronger disease reporting, implementation of Integrated Disease Surveillance and Response mechanisms, and enhanced coordination with humanitarian health partners during emergencies.

Strategic Challenges

Puntland faces major barriers to healthcare access, particularly for poor and underserved communities. The region's health system is constrained by inadequate infrastructure and a shortage of tertiary care facilities. Maternal and new-born mortality remain high, and acute malnutrition is widespread, further burdening an already fragile system. Immunization coverage is critically low, with only 21 percent of children fully vaccinated – among the lowest rates globally. There are no reliable tertiary hospitals capable of managing complex medical cases, and many districts fail to meet basic service quality standards.

Both supply- and demand-side challenges persist across all levels of healthcare. On the supply side, limited infrastructure, frequent stock-outs of essential commodities, severe service delivery capacity gaps, and a long history of underperformance continue to undermine progress.

Puntland also suffers from a critical shortage of healthcare workers, with only three doctors and four nurses or midwives per 10,000 people – well below World Health Organization standards particularly in rural and nomadic areas. The response to sexual and gender-based violence remains inadequate, with too few personnel trained in Clinical Management of Rape and insufficient psychosocial support services.

Government spending on health is extremely low, representing about one percent of the state budget – roughly US\$ 1.24 million annually.



This equals just 0.04 percent of Puntland's GDP (US\$ 3.38 billion) and approximately one percent of domestic revenue (US\$ 124 million). The figures underscore the limited fiscal space for health investment and the region's high dependence on external aid.

The health system is further weakened by minimal digitalization and the absence of regulatory frameworks governing healthcare workers, facilities, services, and pharmaceuticals. Mental health services are nearly non-existent, while the burden of infectious diseases, cancers, and other chronic illnesses continues to rise without adequate prevention or treatment. Puntland's emergency preparedness also remains weak, with limited capacity to detect and respond to outbreaks such as cholera and measles, compounded by poor coordination during health emergencies.

5.3.2 Strategic Framework

Outcome 1: Strengthened health systems governance, coordination, and financing.

Outputs:

1. Strengthened health governance, medical regulation, and quality control for a quality and accountable health system.
2. Unified digital health information system established and operational for all health facilities in Puntland.
3. Disease surveillance system strengthened for faster detection and response to health threats.

Key Interventions:

- Review and update health policies, regulations, and service delivery standards
- Strengthen health sector coordination and governance through the Health Sector Compact, regular joint quarterly reviews, and reactivation of functional Technical Working Groups
- Develop and enforce regulatory frameworks for licensing, accreditation, and compliance of private health facilities

- Establish and operationalise a Medical Quality Control and Inspection Unit within the Ministry of Health to oversee medicines, laboratories, and service standards
- Introduce innovative health financing mechanisms, including community-based financing, PPPs, and user-fee waivers or voucher schemes
- Strengthen community engagement, education, and enforcement of anti-FGM laws to eliminate the practice
- Enhance the DHIS2 by integrating vertical health programs into a unified platform.
- Integrate private health facilities into the national DHIS2 system and harmonise the HMIS across public and private sectors
- Produce and disseminate annual HMIS reports with clear, evidence-based recommendations for all health stakeholders
- Implement a comprehensive digital health information system to phase out paper-based data collection tools across facilities.
- Train health workers and rapid response teams on early detection, case investigation, and outbreak management
- Strengthen the public health laboratory network and sample referral systems to ensure timely disease confirmation and response

Outcome 2: Improved accessibility and equity in health care service delivery.

Outputs:

1. Improved coverage, access, and quality of the EPHS to reduce maternal and child morbidity and mortality.
2. Strengthened and expanded skilled health workforce through enhanced training, education, and recruitment including of women.
3. Improved tertiary health services through upgraded infrastructure, specialized medical capacity, and modern equipment.



4. Enhanced prevention and management of non-communicable diseases, including mental health, through integrated and community-based approaches.

Key Interventions:

- Rehabilitate and expand primary healthcare facilities to ensure equitable access, particularly in rural, coastal, and underserved areas
- Increase coverage and functionality of Basic and Comprehensive Emergency Obstetric and New-born Care services
- Ensure uninterrupted availability of essential medicines, medical supplies, laboratory reagents, vaccines, and pharmaceutical equipment in all health facilities
- Strengthen routine immunization services, conduct regular outreach campaigns, and improve cold chain and vaccine supply management to enhance EPI coverage
- Improve community sanitation and hygiene infrastructure to prevent and reduce waterborne disease outbreaks
- Strengthen the health workforce through continuous professional development and recruitment of midwives, nurses, and doctors to meet service delivery needs
- Prioritize deployment of qualified health workers to underserved districts and communities to ensure equitable distribution of medical personnel.
- Establish referral hospitals staffed with specialized medical professionals to reduce reliance on out-of-country medical referrals.
- Train and deploy specialized personnel, including surgeons, pediatricians, and intensivists, to tertiary and referral hospitals
- Upgrade existing regional hospitals to provide specialized tertiary care and modern medical equipment.

- Integrate non-communicable disease and mental health services into primary healthcare and build the capacity of primary care providers
- Ensure consistent availability of essential non-communicable diseases and mental health medicines and supplies at primary healthcare facilities.
- Establish clear referral mechanisms for non-communicable diseases and mental health cases between community systems, primary care, secondary, and specialized centers
- Conduct community awareness and sensitization campaigns to reduce common NCD risk factors and combat mental health stigma.

Outcome 3: Maternal, adolescent, infant, and young child nutrition improved.

Outputs:

- 1.Reduced acute malnutrition and micronutrient deficiencies among women, adolescents, and children through improved access to quality nutrition services and strengthened data systems.

Key Interventions:

- Enhance maternal, adolescent, and child nutrition through routine Iron-Folic Acid and Multiple Micronutrient Supplement supplementation, promotion of Infant and Young Child Feeding practices, and community-based nutrition education
- Integrate key nutrition indicators into DHIS2, conduct regular data quality checks, implement sentinel growth monitoring, and map nutrition hot spots to guide targeted interventions
- Carry out seasonal and region-specific SMART nutrition surveys to track child nutrition trends and inform evidence-based program planning
- Link nutrition services with immunization programs to improve service quality, coverage, and early detection of malnutrition.



5.4 WATER, SANITATION, AND HYGIENE SUB-PILLAR

5.4.1 Situational Analysis

Access to safe drinking water, sanitation, and hygiene remains a major public health challenge in Puntland, particularly affecting rural, nomadic, and internally displaced populations. The sector is constrained by limited institutional capacity, weak municipal water agencies, inadequate funding, and insufficient maintenance services. Effective monitoring and coordination mechanisms are often lacking, and climate change, water shortages, and high tariffs further reduce service reliability in rural and hard-to-reach areas.

Poor infrastructure and limited community engagement increase vulnerability and undermine sustainability. Flash flooding in urban centers such as Qardho and Galkacyo has become more frequent due to inadequate drainage and rapid urban growth, damaging homes, infrastructure, and businesses.

Water infrastructure faces persistent operational and sustainability challenges. A Puntland Ministry of Planning assessment found that 85.2 percent of water points were operational at the time of the survey, but functionality dropped to 77.6 percent over the following week, with only 59.6 percent providing continuous (24/7) service. Access disparities are evident: 87.6 percent of households reported daily water access compared to 64.7 percent of IDPs. While over 92 percent of schools and 94 percent of healthcare facilities had functional water sources, only 60 percent of IDP households could access water within a 30-minute walk.

Mechanical failures affected 16.5 percent of water points, and 53.2 percent experienced downtime due to unresolved technical issues. Regular technical support reached only 27.8 percent of water points, and financial constraints caused 57.4 percent of facilities to experience service interruptions.

Only half of water points had mechanisms to raise maintenance funds, and nearly one-third of caretakers served voluntarily, reflecting structural gaps in both human and financial resources.

Water Policy and Legal Framework

Puntland has made progress in water governance through key policies and legal instruments. The Puntland Water Resources Act (2018) provides the legal foundation for sustainable and equitable water use. The Integrated Water Resources Management Policy (2020) promotes coordinated development to balance human, agricultural, and environmental needs. The Puntland Information Management Centre (IMC), established in 2019, centralizes data collection, processing, and analysis for land and water resources, with the 2023 IMC Strategic Plan emphasizing improved data-driven decision-making.

Water Management Systems

Puntland employs a dual water management approach. In urban centers, Public-Private Partnerships (PPPs) oversee water supply, maintenance, and service delivery. Introduced by UNICEF and the European Union in 1997, these models operate in towns such as Garowe, Galkacyo, and Bosaso. While PPPs have improved operational efficiency, concerns remain regarding equity, affordability, tariff regulation, and public oversight. In rural areas, community-led Water Management Committees manage water schemes, though technical capacity and financial resources vary widely.





Key Achievements

Over the past five years, Puntland has expanded access to improved water sources, now reaching 58 percent of households, particularly in drought-prone areas. The widespread drilling of wells has significantly increased safe water availability for rural and nomadic populations. Functional water access in schools (92.4 percent) and healthcare facilities (94.4 percent) supports improved service delivery and hygiene standards. Approximately 85.2 percent of all water points are operational, highlighting the need for continued maintenance and sustainability planning. Investments in solar-powered systems and borehole rehabilitation have enhanced service delivery in remote areas.

Institutional capacity has improved through the establishment of regional WASH clusters and coordination mechanisms, enabling more effective multi-stakeholder responses during droughts and displacement. Emergency interventions have included water trucking, sanitation infrastructure, and hygiene kits. Integration of WASH into health and nutrition programs has contributed to better disease prevention and public health outcomes.

A comprehensive 2025 WASH assessment has guided evidence-based planning and resource allocation. Sanitation access has gradually improved, with 54 percent of households now using improved toilet facilities, and efforts continue to reduce open defecation in nomadic communities. These achievements are grounded in Puntland's water policy and legal frameworks, supporting long-term governance, coordination, and sector sustainability.

Strategic Challenges

- The WASH sector in Puntland faces multiple, interconnected strategic challenges that limit the delivery of sustainable and equitable services. Access to safe water and sanitation remains constrained, particularly in rural and peri-urban areas, while weak management of water points contributes to frequent breakdowns and unreliable service delivery.
- Institutional and technical capacity gaps further hinder sector performance, with limited expertise in Government institutions and local authorities for planning, implementing, and monitoring WASH interventions. The absence of a comprehensive sustainability framework has led to inconsistent service standards and inadequate long-term infrastructure maintenance mechanisms.
- Financing for WASH is fragmented and poorly coordinated, with weak institutionalization of sustainable funding models. Preventive maintenance is often neglected, repair responses are delayed, and the sector lacks dedicated emergency funds or contingency plans, reducing its capacity to maintain service continuity during shocks. Climate adaptation and resilience are insufficiently integrated, leaving water resources and infrastructure increasingly vulnerable to climate-related risks.
- Equity and inclusivity challenges persist, with inadequate attention to gender, disability, and marginalized groups. Community engagement and participation in water management and hygiene promotion remain limited. Meanwhile, growing demand for water infrastructure expansion and modernization, especially in semi-urban and rural areas, underscores the need for upgraded supply systems and improved technical support.



- Critical gaps also exist in technical capacity and water quality monitoring. Mobile repair teams and regional technical units are needed to ensure timely maintenance, while the absence of well-equipped regional water laboratories hampers effective monitoring and compliance with safety standards.

5.4.2 Strategic Framework

Outcome 1: Ensure equitable access to safe, affordable, and climate-resilient water in Puntland through sustainable systems and strengthened community ownership.

Outputs:

1. Strengthen water governance and coordination to ensure sustainable, equitable, and well-managed water services.
2. Expand and upgrade water supply systems to ensure reliable, safe, and climate-resilient access including for women and girls.
3. Water quality improved through strengthened water safety management systems.
4. Research and development in Sustainable Water Management strengthened

Key Interventions:

- Review and update water policies and standards in alignment with the Puntland Water Act.
- Establish transparent waterpoint management systems through PPPs and local community committees, including licensing and clear operational guidelines.
- Introduce affordable, sustainable user-fee models and strengthen local fundraising mechanisms for operations and maintenance.
- Construct climate-resilient water infrastructure, including boreholes, shallow wells, subsurface dams, and storage facilities, prioritizing drought-prone and underserved areas.

- Upgrade and rehabilitate aging systems, implementing routine maintenance and monitoring protocols.
- Integrate renewable energy technologies, such as solar-powered pumping and desalination, to reduce the carbon footprint.
- Implement master plans to expand urban and peri-urban water supply systems, embedding climate-smart and sustainable technologies.
- Install rainwater harvesting systems in public facilities, including schools, health centers, and community buildings in rural areas.
- Establish the Puntland Water Information Management System to consolidate production, quality, and infrastructure data.
- Operationalize regional water quality laboratories for routine testing of salinity, microbial, and chemical contaminants.
- Implement and expand small- to medium-scale desalination systems in coastal and saline-affected areas.
- Conduct comprehensive hydro-geological mapping, watershed data collection, and continuous groundwater monitoring in strategic catchments.
- Strengthen the IMC's data management by integrating survey, hydro-geological, and watershed information into a centralized system.
- Conduct regular water safety assessments and enforce Puntland water quality standards across all water supply systems.





5.5 LABOR MARKET DEVELOPMENT, EMPLOYMENT CREATION, AND SOCIAL PROTECTION SUB-PILLAR

5.5.1 Situational Analysis

Puntland’s labor market is characterized by structural informality, low productivity, and widespread vulnerability. Most workers are engaged in informal or subsistence activities such as livestock, fishing, petty trade, and small-scale services, where earnings are unstable and social protection is minimal. Limited access to formal employment, skills development, and institutional support constrains productivity and job quality, leaving many workers in precarious livelihoods with few opportunities for advancement.

According to the 2022 Puntland Integrated Household Budget Survey, only 21.9 percent of the working-age population participates in the labor force, and just 18.8 percent are employed. Unemployment is especially high among youth and women (see Figure 38: Youth and women employment by location - 2022). Urban centers experience the highest youth unemployment (40.9 percent) compared to 18.3 percent in rural areas and 2.6 percent in nomadic regions (see Figure 39: Labor market overview).

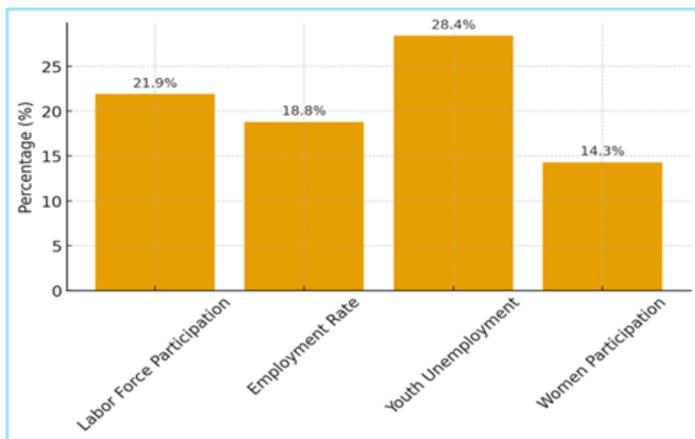


Figure 38: Youth and women employment by location - 2022

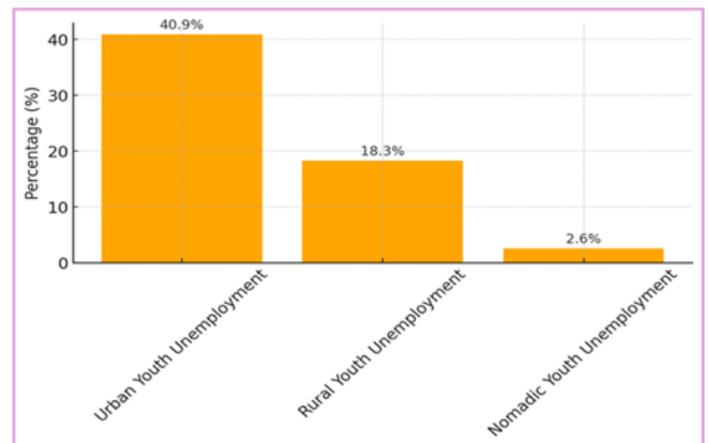


Figure 39: Labour market overview

Employment is largely concentrated in informal sectors such as petty trade, pastoralism, and unpaid family work, where job security, income stability, and labor protections are virtually absent. Formal wage employment remains scarce, and the private sector has limited capacity to absorb new entrants, particularly those with low or mismatched skills. This challenge is compounded by the disconnect between TVET and higher education outputs and labor market demand.

Social protection systems are still nascent and heavily reliant on donor-funded initiatives. While cash transfers, youth employment, and safety-net programs have been piloted there is no comprehensive, Government-led policy or financing framework. Vulnerable groups – including informal workers, IDPs, women-headed households, and persons with disabilities – lack access to predictable income support, insurance mechanisms, or labor rights enforcement.



The sector also faces serious data and coordination gaps. The absence of a national labor market information system, weak inspection regimes, and limited institutional capacity at both the Ministry of Labor and Social Affairs (MOLSA) and regional levels hinder evidence-based planning. Although the draft ministry strategic plan for 2025–2029 outlines a roadmap for reform, effective implementation will require coordination, sustainable financing, and strong engagement from employers, training institutions, and civil society.

Key Achievements

- The State Government has drafted the labor market policy and strategic plan for 2025–2029, providing a comprehensive vision for workforce development, employment generation, and social protection
- The MOSLA has initiated digitization of administrative services, development of a labor database, and functional reviews to streamline service delivery across regional offices
- Progress has been made in strengthening inspection systems for labor rights, occupational safety, and wage fairness. Awareness campaigns and regulatory reviews have enhanced understanding of labor law among employers and workers
- In collaboration with partners, the ministry has supported employment and livelihood programs for IDPs, returnees, and rural youth, including public works, cash-for-work, and entrepreneurship initiatives
- Efforts to harmonize TVET curricula and align training with market needs are underway. Occupational mapping and stakeholder consultations have helped establish demand-driven vocational training in sectors such as electricity and IT

- Pilot cash transfer programs for vulnerable groups – including IDPs, female-headed households, pregnant and lactating women, and persons with disabilities – have tested targeting, delivery, and digital payment systems
- The ministry has strengthened collaboration with development partners to enhance program design, institutional capacity, and access to international best practices
- Initial investments aim to connect skills training with employment opportunities through job placement services, internships, entrepreneurship training, and labor intermediation within public and private employment systems.

Strategic Challenges

- Unemployment remains acute, especially among youth (28.4 percent) and women (14.3 percent labor force participation). Over 70 percent of the working-age population is not economically active, reflecting systemic exclusion, limited opportunities, and persistent skills mismatches.
- Most jobs are informal, low-paying, and insecure. Informal workers lack labor rights, social protection, and pathways to structured employment. Formal wage jobs are scarce, and decent work conditions remain rare, particularly in rural and urban-poor areas.
- TVET institutions are under-resourced, project-dependent, and poorly connected to employers. Graduates face difficulty securing jobs due to outdated curricula, limited soft skills, and the absence of labor intermediation or job placement services.
- Social protection programming is fragmented and donor-driven, with no unified national policy or legal framework. Informal workers, persons with disabilities, and IDPs remain largely excluded from social assistance, pensions, or employment insurance schemes.



- Mandated ministries and regional offices lack the technical, financial, and human resources to design, implement, and monitor effective labor and social protection programs. Weak inspection, limited enforcement, and underdeveloped information systems constrain service delivery
- There is no functional labor market information system to generate reliable data on employment trends, skills gaps, or workforce projections, undermining evidence-based planning and policy formulation
- The private sector is small, largely informal, and insufficiently incentivized or engaged in job creation and vocational training. Opportunities for apprenticeships, internships, and public–private employment programs remain limited
- Heavy reliance on donor financing restricts the scalability and sustainability of employment and social protection initiatives. Domestic budget allocations for labor and social affairs remain low within the broader public expenditure framework.
- 3. A functional labor market information and skills-matching system established to align TVET programs, employment services, and workforce planning with market demand.

Key Interventions

- Review and update labor and social protection legislation and regulations.
- Develop and adopt new policies to fill regulatory and programmatic gaps.
- Strengthen coordination among Government, humanitarian, and civil society actors through multi-stakeholder platforms.
- Implement a Puntland-owned Unified Social Registry to improve targeting and coordination of social programs.
- Promote social dialogue and awareness among employers and workers on rights, obligations, and grievance mechanisms.
- Establish and operationalize effective labor inspection and compliance systems.
- Digitize compliance monitoring and link it to licensing, certification, and social protection databases.
- Promote decent work through awareness, fair wage enforcement, and occupational safety measures.
- Establish and operationalize a labor market information system.
- Conduct regular labor market and enterprise surveys to inform planning.
- Link the Labor Management Information System with TVET institutions, job-matching platforms, and career centers.
- Strengthen institutional capacity within MOLSA, MOEHE, and other stakeholders in data management and evidence-based policymaking.

5.5.2 Strategic Framework

The sector aims to increase employment, particularly among youth and women, while expanding inclusive and shock-responsive social protection coverage. This will be supported by stronger institutions, effective labor market systems, and predictable, reliable financing mechanisms.

Outcome 1: Strengthened labor and social protection governance and market systems that promote decent work and inclusive economic growth through improved policy, regulation, and institutional coordination.

Outputs

1. Labor laws and employment policies reviewed and harmonized to promote fair and inclusive work environments.
2. Labor inspection, compliance monitoring, and wage policy enforcement enhanced through stronger institutional capacity, digital systems, and promotion of decent work standards.



Outcome 2: Expanded access to employment and livelihood opportunities for youth, women, persons with disabilities, and other vulnerable groups through integrated job creation and livelihood schemes.

Output

1. Labor-intensive public works, entrepreneurship, and MSE development programs scaled up for youth, women, IDPs, and vulnerable groups through community-based infrastructure projects, business incubation, start-up financing, and mentorship.

Key Interventions

- Implement labor-intensive public works and community infrastructure projects to generate short-term employment.
- Support inclusive livelihood and entrepreneurship initiatives through start-up grants, business incubation, mentorship, and asset-transfer programs.
- Strengthen the enterprise ecosystem by improving access to markets, credit, and business development services.

Outcome 3: Inclusive and shock-responsive social protection systems established to reduce vulnerability and enhance resilience through Government-led programs that link social assistance with livelihoods and respond to shocks.

Outputs

1. Shock-responsive and adaptive social assistance programs expanded for women-headed households and other vulnerable populations through targeted cash transfers and public welfare initiatives.
2. Sustainable financing strategies and delivery partnerships strengthened.
3. Empowerment and protection of persons with disabilities enhanced to promote full inclusion and participation in society.

Key Interventions

- Scale up social assistance for orphaned and vulnerable children, widows of Almiskad martyrs, IDPs, persons with disabilities, the elderly, and women-headed households.
- Link social transfers with graduation pathways such as skills training, access to finance, and productive assets.
- Promote community-based social care to expand local welfare access for the elderly and vulnerable groups.
- Develop climate-adaptive social protection measures, including drought-linked transfers and early warning systems.
- Strengthen implementation of the social protection resource mobilization and financing framework.
- Deepen partnerships with key development and humanitarian actors for coordinated delivery.
- Advance disability inclusion and socio-economic participation through targeted programs and rights-based initiatives.

5.6 YOUTH AND SPORTS SUB-PILLAR

5.6.1 Situational Analysis

Puntland, like the rest of Somalia, has a distinctly youthful population. Over 80 percent of Somalia’s population is under 35, with approximately 50.8 percent aged 10 to 35. This demographic trend presents both a significant opportunity and a critical challenge for socio-economic development in the region. Despite their numbers, youth in Puntland face substantial barriers to social inclusion and economic participation. The region has one of the highest youth unemployment rates globally – estimated at 67 percent – reflecting structural weaknesses in labor market absorption, limited vocational training, and a mismatch between education and employment opportunities.



The situation is further exacerbated by limited investment in youth empowerment, inadequate access to quality education and life skills, and a lack of inclusive platforms for engagement in governance, sports, and civic activities. Without urgent, comprehensive interventions, the growing youth population risks becoming a source of instability rather than a driver of development. However, with targeted strategies focused on employment creation, skills development, entrepreneurship, and inclusive policies, Puntland's youth could become a cornerstone of economic resilience and social transformation.

Sports in Puntland are widely recognized as a powerful tool for youth development, community cohesion, and national identity. Yet the sector remains underdeveloped due to fragmented institutions and limited strategic investment. Most sports associations operate independently, without clear mandates, governance structures, or sustainable funding. Access to quality infrastructure and trained personnel remains low.

Despite these challenges, football remains the most popular sport, with youth participation extending even to remote areas, while basketball and athletics are growing through civil NGO support. The Ministry of Youth and Sports has launched Puntland's first formal sports policy to provide strategic direction, revitalize the sector, and promote inclusivity. The policy prioritizes decentralization, private sector involvement, capacity building, and infrastructure development, aiming to transform Puntland into Somalia's sports hub.

Recent progress in sports infrastructure includes the development of two modern, well-maintained stadiums with full-sized artificial turf in Garowe and Galkacyo, which serve as primary venues for organized competitions and youth engagement. A third stadium in Bosaso has been under construction for two years but remains incomplete, limiting its potential impact.

Outside these urban centers, most regions lack standard or carpeted stadiums, significantly restricting youth access to formal sports and hindering talent development. Addressing these regional disparities is essential to fostering inclusive and equitable sports participation across Puntland.

Key Achievements

The Puntland Government has made significant strides in promoting youth employment through strategic investments in TVET infrastructure and programs. A major milestone was the establishment of a fully equipped TVET center in Waaciye district in 2024, which now serves as a key hub for regional skills development. TVET centers in urban areas such as Galkacyo, Garowe, Bosaso, and Gardo have also expanded training opportunities, offering market-relevant courses in trades like construction, information technology, and mechanics. These institutions aim to align youth skills with labor market needs, enhancing employability and fostering entrepreneurship.

The MOLSA has further supported employment initiatives through start-up grants, business incubation, and job placement services. Collaborations with local and international partners have introduced programs empowering rural and displaced youth with sustainable livelihoods. Additionally, labor market assessments and public-private partnerships have facilitated targeted employment pathways and apprenticeships, strengthening the transition from education to work.





Puntland has also advanced youth and sports governance through the establishment of the Ministry of Youth and Sports, alongside the Puntland Football Association, regional federations, and district offices, enabling more coordinated policy implementation. The construction of artificial turf stadiums in Garowe and Galkacyo, and the ongoing development of the Bosaso stadium, underscores the Government's commitment to improving sports infrastructure. Youth talent is being nurtured through regional tournaments, leagues, and support for multiple sports federations, providing inclusive platforms for skills development. The Puntland Sports Policy 2023 offers a strategic roadmap for youth and sports development aligned with national and international standards. Moreover, initiatives targeting marginalized youth – including those from rural and IDP communities – are promoting inclusion, peacebuilding, and broader civic engagement.

Strategic Challenges

- Youth unemployment, estimated at 67 percent, limits economic participation due to weak labor market absorption, inadequate vocational training, and a mismatch between education and job opportunities.
- Limited investment in youth empowerment and life skills education reduces young people's ability to contribute effectively to social and economic development.
- Outmigration (Tahriib), driven by unemployment, insecurity, and lack of livelihood opportunities, leads to a loss of local talent and human capital.
- Fragmented sports governance and insufficient funding undermine institutional coordination, capacity, and long-term sector sustainability.
- Gaps in sports infrastructure between urban and rural areas restrict equitable access, participation, and talent development for youth.

- Weak collaboration between public institutions and the private sector hampers the scaling of inclusive youth programs, entrepreneurship initiatives, and comprehensive sports development.

5.6.2 Strategic Framework

Outcome 1: Strengthened sports systems and infrastructure for youth development and social cohesion.

Outputs:

1. Sports governance, coordination, and financing enhanced.
2. Inclusive and sustainable sports and cultural facilities improved, with increased participation of girls and youth.
3. Youth and sports institutions strengthened to deliver inclusive programs.
4. Youth drug use, substance abuse, and irregular migration reduced.
5. Youth talent identification and professional sports opportunities enhanced through strengthened referees, coaches, sports staff, and sports associations.

Key Interventions:

- Review and update youth and sports policies, regulations, and service standards.
- Develop and implement a Sports Governance Framework to ensure management, transparency, and accountability in sports associations.
- Construct two artificial turf stadiums meeting international standards.
- Build at least one stadium designed to promote female participation in sports.
- Strengthen youth and sports institutions through training, staffing, and resource allocation.
- Develop inclusive policies and guidelines to ensure equal access for girls, boys, and marginalized youth.



- Integrate school-based sports programs for both boys and girls to nurture talent and encourage participation.
- Advocate for increased Government and private sector funding by integrating sports development into state and local budgets.
- Create alternative pathways for youth through vocational training, apprenticeships, and job placement
- Strengthen collaboration with families, schools, and community/religious leaders to provide positive role models.
- Enhance school-based prevention programs and integrate drug and irregular migration awareness into curricula.
- Organize sports, cultural, and community events to engage youth in positive activities.
- Train local social workers and health staff to provide basic counselling and referral support for at-risk youth.
- Engage trusted leaders to promote anti-drug and anti-irregular migration messages through mosques and community forums.
- Build capacity for referees, coaches, and sports staff through training, certification, and mentorship.
- Strengthen sports associations and clubs with technical support, governance guidance, and organizational development
- Implement youth talent scouting and development programs to identify promising athletes in schools, communities, and local tournaments
- Establish partnerships with professional sports organizations to create pathways for career progression and skill enhancement
- Organize continuous competitions and tournaments to provide regular platforms for youth engagement and skill development.

5.7 HOUSING AND URBANISATION SUB-PILLAR

5.7.1 Situational Analysis

Puntland's urban landscape is changing rapidly due to population growth, rural-to-urban migration, and displacement. Cities such as Garowe, Bosaso, and Galkacyo are expanding in largely unplanned ways, leading to urban sprawl, inadequate infrastructure, and overstretched public services. According to the Somalia Urbanization Review, over 45% of Puntland's population now lives in urban areas, and this proportion is expected to rise further due to natural growth and ongoing displacement.

Most urban residents live in informal settlements, often lacking basic infrastructure such as piped water, waste disposal, paved roads, and electricity. These neighborhoods are frequently built on insecure land tenure, leaving residents vulnerable to eviction, environmental hazards, and conflict. In Galkayo, for instance, poor drainage systems have caused uncontrolled flooding, damaged housing and disrupting public services.

Housing is largely unaffordable for most Puntlanders. Formal mortgage systems are limited, and private sector-led housing development primarily targets high-income earners. Low-income households – including IDPs and returnees – are often excluded from secure, dignified housing. Construction is mostly informal, unregulated, and non-compliant with building codes, increasing risks of collapse, overcrowding, and fires, particularly in markets.



Urban governance structures are fragmented. Local authorities often lack the financial and human capacity to manage development, enforce regulations, or coordinate multi-sector infrastructure projects. The absence of updated urban planning frameworks and digital land registries further hampers effective decision-making. Meanwhile, rapid urbanization is outpacing public investment in essential services such as education, health, roads, and waste management.

Climate change exacerbates these vulnerabilities. Rising temperatures, droughts, and extreme flooding disproportionately affect poorly built settlements, particularly low-lying areas. IDP settlements on city peripheries are especially exposed, compounding protection risks and humanitarian needs. Despite these challenges, Puntland has begun reforms, including municipal planning and pilot city-level upgrading programs. Scaling these initiatives will require stronger institutional frameworks, land policy reform, public-private partnerships, and climate-smart urban investment strategies.

Key Achievements

- Puntland has initiated urban planning efforts in key cities, including the development of basic municipal frameworks and land-use plans, supported by local authorities and development partners.
- Pilot programs in Garowe and Qardho have upgraded roads, drainage channels, and basic utilities in informal settlements, reducing flooding risks, improving access, and enhancing neighborhood stability.
- Private-sector-led real estate and housing construction has increased in urban growth zones. While largely unaffordable for low-income groups, this reflects growing market interest and potential for formal housing development.
- Some urban districts have improved land registration, demarcation, and dispute resolution mechanisms. Community-based adjudication and simplified registration systems have reduced tenure insecurity in selected settlements.

- Municipal authorities lack the technical capacity, staffing, and financial resources to manage urban growth, enforce building codes, or regulate land use. Urban planning units are under-resourced, and coordination with sector ministries is fragmented.
- In collaboration with UN agencies and NGOs, Puntland authorities have provided temporary shelters and transitional housing for IDPs and returnees in disaster-affected areas.
- Urban WASH infrastructure has expanded alongside housing in some districts, with donor-supported boreholes, piped water schemes, and drainage improvements accompanying settlement growth in major cities.
- Municipal authorities and planning departments have benefited from technical training and infrastructure mapping support through decentralization and governance capacity-strengthening projects.

Strategic Challenges

- Urban growth in Puntland is outpacing infrastructure development and planning. Major cities are expanding without clear land-use zoning, resulting in urban sprawl, encroachment on public land, and unregulated construction.
- Many urban residents, particularly IDPs and low-income households, live in informal settlements without legal tenure, access to public services, or disaster-resilient infrastructure. These areas are prone to evictions, poor living conditions, and environmental hazards.
- Housing remains largely unaffordable due to weak mortgage markets, limited housing finance, and informal construction practices. Formal housing projects primarily serve high-income earners, leaving low- and middle-income households underserved.



- Municipal authorities lack the technical capacity, staffing, and financial resources to manage urban growth, enforce building codes, or regulate land use. Urban planning units are under-resourced, and coordination with sector ministries is fragmented.
- Essential urban infrastructure – such as drainage, paved roads, solid waste systems, and stormwater management – is often absent or dysfunctional, increasing flood risk, limiting mobility, and affecting health and environmental conditions, especially in dense settlements.
- Urban settlements, particularly those in flood-prone areas or built with non-resilient materials, are highly exposed to climate shocks. Poor drainage, unregulated construction, and limited green spaces exacerbate vulnerability to rising temperatures and extreme weather.
- The ongoing influx of internally displaced persons intensifies pressure on land, services, and infrastructure. Without adequate integration support, IDPs often settle in unplanned, hazard-prone peripheries with minimal state presence or service access.

5.7.2 Strategic Framework

Improve living conditions, housing security, and resilience of urban and peri-urban communities in Puntland by strengthening urban systems, resulting in better housing, land management, and access to basic services – particularly for low-income, displaced, and vulnerable populations.

Outcome 1: Strengthened urban planning and land management systems.

Outputs:

1. Municipal land registries, Geographic Information System mapping, and urban zoning plans – revised, digitized, and enforced.
2. Capacity development programs designed and implemented for local Governments to strengthen urban governance.

Key Interventions:

- Review and update the Puntland Urban Regulatory Framework to align with current urbanization trends and development needs.
- Implement the Puntland Building Permit Framework to ensure compliance with construction standards and urban safety codes.
- Establish GIS-based municipal land registries in major cities, including Bosaso and Garowe, to enhance transparency and efficiency in land management.
- Develop and update urban master plans and zoning schemes to reflect demographic trends and rapid urban expansion.
- Conduct specialized training for local Government staff on urban master planning, zoning, and GIS mapping techniques.
- Provide ongoing professional development and capacity building for local Government staff in urban infrastructure planning, design, and administration to support sustainable urban development.
- Train municipal authorities on the application and enforcement of existing laws, regulations, and policies related to urban governance and infrastructure management.

Outcome 2: Resilient urban infrastructure and service delivery

Output:

1. Investments in drainage, waste management, roads, and utilities in high-risk informal settlements.
2. Urban WASH and public space development integrated into city upgrading plans.
3. Community-led urban upgrading projects supported in low-income and IDP-hosting neighborhoods.



Key Interventions:

- Construct climate-resilient stormwater drainage systems in major urban centers to mitigate flooding and enhance urban resilience.
- Establish integrated solid waste management systems and develop sustainable landfill sites across Puntland districts.
- Install communal water points and solar-powered boreholes in low-income and underserved neighborhoods, including IDP settlements and poor host communities.
- Integrate international WASH standards into city upgrading and urban development plans.
- Develop safe, inclusive, and green public spaces in densely populated settlements to enhance livability and social cohesion.
- Mobilize and empower neighborhood committees to co-design and implement urban upgrading projects in collaboration with municipalities.
- Provide small grants and technical support for community-driven initiatives such as waste collection points, street lighting, drainage maintenance, and public space upkeep.

5.8 DURABLE SOLUTIONS FOR INTERNALLY DISPLACED PERSONS

SUB-PILLAR

5.8.1 Situational Analysis

The Puntland Solutions Pathways Action Plan is a strategic initiative designed to address the challenges faced by IDPs and refugees in Puntland, Somalia. With an estimated 453,221 IDPs across all regions of Puntland, the situation is dire. These individuals have been displaced due to various factors, including prolonged conflicts in southern and central Somalia, insecurity, instability and climate shocks such as droughts, floods, and locust infestations. Furthermore, instability in neighboring countries like Yemen and Ethiopia have brought significant number of refugees.

Additionally, Puntland hosts a smaller number of refugees from countries like Syria. The primary goal of the Action Plan is to create sustainable, long-term solutions for these displaced populations, improving their stability and well-being.

The total figure for IDPs is quite contested. The Ministry of Interior of Puntland reports roughly 450 thousand in contrast with the Camp Coordination and Camp Management Cluster (CCCCMC) which in the first quarter of 2024, reported 350 thousand IDPs in Puntland. Nearly 45,000 IDPs reside in informal settlements in Bosaso only, often without access to clean water, sanitation, or tenure security.

Recurrent shocks weaken resilience with Bari region experiencing droughts with scarce rainfall and has also been affected by severe cyclones in recent years. In 2020, Cyclone Gati impacted 120,000 people, temporarily displacing 42,100 individuals and resulting in 9 fatalities.^[58] Additionally, the cyclone caused damage to livelihood assets, loss of farm produce, death of livestock, and destruction of buildings and infrastructure.

Key Achievements

- The Puntland state authorities, in collaboration with international organizations and Non-Governmental Organizations (NGOs), have been actively involved in addressing the needs of IDPs. Several initiatives have been implemented to improve access to basic services, enhance livelihood opportunities, and ensure the protection of vulnerable groups. In 2014, the Puntland Government, working alongside international partners, began efforts to find sustainable solutions for IDPs and refugees.



- MOPEDIC has played a pivotal role in steering the planning process. An inter-ministerial meeting MOPEDIC with participation from Ministry of Interior, Ministry of Public Works, Roads and Housing, Ministry of Justice, MOLSA, and the Ministry of Commerce and Industry, was held to discuss the Puntland Solutions Pathway Action Plan. The Plan serves as a framework to secure development financing for durable solutions for IDPs at both global platforms and with key development financing institutions. It is aligned with the broader global initiative led by the United Nations Secretary-General to address displacement issues. The objective is to facilitate transition of one million IDPs from displacement situations across Somalia by pursuing six key pathways, in accordance with the National Durable Solutions Strategy and the Global UN Action Agenda on IDPs. Puntland's Plan is costed roughly US\$180 million dollars.
- In 2014, the Government, in collaboration with international partners, initiated efforts to create lasting solutions for IDPs and refugees. This partnership led to the establishment of the Durable Solutions Technical Working Group in Garowe in 2023, with substructures in major districts such as Bosaso and Galkacyo. The group is under the leadership of the Ministry of Interior, Federal Affairs and Democratization and aims to coordinate and streamline efforts to implement durable solutions.

Strategic Challenges

Escalating climate disasters and ongoing conflicts in southern Somalia have increased the flow of IDPs into Puntland. The recent clashes between Somaliland forces and local communities in the Sool and Sanaag regions triggered yet another wave of displacement, pushing families into temporary IDP settlements in major towns.

Additionally, the Government's offensive against Islamic State militants has forced many people to flee to nearby urban and semi-urban areas. IDPs reside in informal settlements lacking legal tenure, access to public services, and disaster-resilient infrastructure. These areas are highly vulnerable to evictions, poor living conditions, and environmental hazards.

5.8.2 Strategic Framework

Building resilience for IDPs and returning citizens and strengthening Government leadership, access to basic services, employment and livelihood opportunities with enhanced data for durable solutions. Durable solutions are strengthened, resulting in increased access to quality services, employment and livelihood opportunities for all IDPs and management, and basic services for all, particularly low-income, displaced, and vulnerable populations.

Outcome 1: Promote sustainable solutions for communities affected by displacement by enhancing access to essential services, supporting resilient and sustainable livelihoods and employment opportunities.

Outputs:

1. Strengthened Government leadership and coordination of Durable Solutions Pathways to ensure systematic inclusion of displacement-affected communities.
2. Displacement-affected communities have access to acceptable and affordable health, water, sanitation, and education services.
3. Internally displaced persons including women are empowered and have the capacity, tools, and resources to meet their basic needs, enhance their economic prospects, and build resilience in the face of socio-economic challenges.
4. Ensure that IDPs and returnees have access to secure land documentation and affordable and quality housing, to improve living conditions.



Key Interventions:

- Strengthen State Government capacity for basic services delivery.
- Improve leadership and sector coordination.
- Enhance policy, planning and community engagement.
- Mobilize and optimize resource allocation.
- Establish single biometric data systems and register IDPs.
- Provide equitable, efficient, and affordable basic services.
- Ensure IDP children have access to quality early childhood, primary, secondary, and TVET.
- Establish and enhance sanitation systems.
- Improve climate-resilient infrastructure for basic social services.
- Empower business development for IDP and returnees' youth, women.
- Strengthen market accessibility through enhanced infrastructure.
- Build market-relevant skills and employment pathways
- Enhance sustainable agriculture and fisheries development
- Facilitate inclusive job creation and economic integration
- Strengthen housing, land, and property rights
- Strengthen legal protection and access to justice for displaced affected communities.





PILLAR FIVE

**CLIMATE ACTION AND
ENVIRONMENTAL
SUSTAINABILITY**



PILLAR FIVE : CLIMATE ACTION AND ENVIRONMENTAL SUSTAINABILITY

6.1 INTRODUCTION

Climate change is an escalating global crisis, with impacts varying by local conditions, vulnerabilities, and adaptive capacities. In the Horn of Africa, including Somalia, climate vulnerability is among the highest worldwide due to transboundary water tensions, arid landscapes, ongoing conflicts, and limited institutional capacity. Located in Somalia's most arid region, Puntland's harsh climate intersects with broader development challenges, including weak governance, low adaptive capacity, high levels of poverty and unemployment, and limited access to essential services.

Furthermore, Puntland is highly dependent on climate-sensitive productive sectors – agriculture, pastoralism, and fisheries – that are vulnerable to hazards such as droughts, floods, cyclones, and locusts. The pastoral communities are disproportionately affected and, in times of drought, face water scarcity, livestock losses, displacement, and severe hardship, especially children, women and the elderly.

In response, the Puntland State Government has recognized climate change and environmental degradation as critical threats to development, placing them at the center of public policy. The fifth pillar of PDP-4, Climate Action and Environmental Sustainability, integrates climate resilience and environmental stewardship into the region's medium-term development plan. This pillar addresses escalating environmental and climate challenges, emphasizing ecosystem preservation, natural resource protection, community resilience, and the transition to a green economy.

The Ministry of Environment, Range, and Climate Change (MOERCC) leads this initiative, prioritizing ecological sustainability and resilience-building. The pillar is structured around five interconnected domains: natural, social, economic, built environment, and institutional and adaptive capacity. This framework supports a cross-sectoral approach, acknowledging that environmental risks transcend traditional boundaries. Its overarching goal is to harmonize natural resource conservation with improved livelihoods while developing infrastructure that strengthens the resilience of both communities and ecosystems.

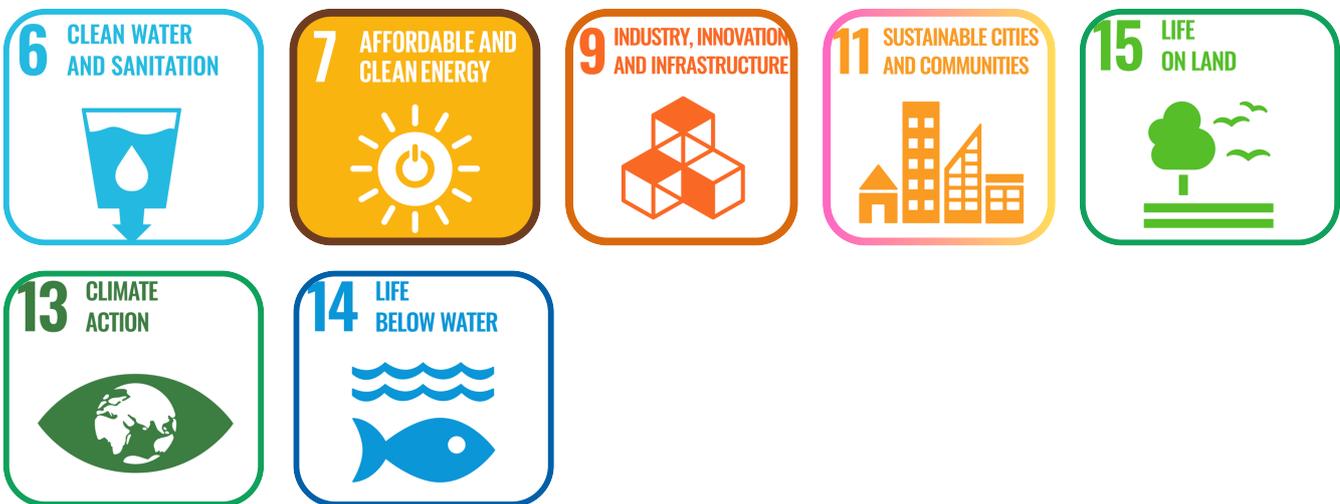
PILLAR VISION

A climate-resilient Puntland where communities thrive through sustainable natural resource management, biodiversity conservation, renewable energy adoption, and adaptive urban and rural systems that protect livelihoods and ecosystems for present and future generations.

Pillar 5: Climate action and environmental sustainability contribute to:

- **SDG 6: Clean Water and Sanitation** – universal safe drinking water, equitable sanitation and hygiene, improve water quality, efficient water use and management, and protect water ecosystems
- **SDG 7: Affordable and Clean Energy** - universal access to modern energy, increase renewable energy share, improve energy efficiency, and international cooperation on clean energy.

- **SDG 9: Industry, Innovation, and Infrastructure** – develop resilient infrastructure, inclusive industrialization, promote innovation and technology, financial access, and sustainable infrastructure in developing countries
- **SDG 11: Sustainable Cities and Communities** – safe, inclusive, resilient cities, access to housing and services, reduce environmental impact, and disaster risk reduction
- **SDG 13: Climate Action** – strengthen resilience to climate hazards; integrate climate measures into policies; education & capacity-building for climate action
- **SDG 14: Life Below the Water** – reduce marine pollution, protect coastal/marine ecosystems, reduce overfishing and ocean acidification, and conserve marine areas
- **SDG 15: Life on the Land** – protect and restore terrestrial ecosystems, halt deforestation and biodiversity loss, conserve genetic resources, and promote sustainable land management.



PILLAR FIVE THEORY OF CHANGE

Puntland's development trajectory is heavily shaped by environmental conditions, climate risks, and the health of natural ecosystems. The Theory of Change for Pillar Five is grounded in the recognition that resilient ecosystems and climate-responsive policies are essential for protecting livelihoods, sustaining economic growth, and safeguarding communities against increasing climate shocks. If Puntland strengthens environmental governance, promotes sustainable natural resource management, and builds climate-resilient infrastructure and community systems, then environmental degradation will be reduced, ecosystems will recover, and communities will be better protected from droughts, floods, and other climate-related disasters.

This transformation will be enabled by:

- Strengthening environmental governance and regulatory frameworks, ensuring effective enforcement, transparency, and responsible resource use.
- Promoting sustainable land, water, marine, and rangeland management, reversing degradation and improving ecosystem productivity.
- Enhancing community and institutional capacity for climate adaptation, enabling early warning, preparedness, and disaster risk reduction.



- Supporting climate-resilient livelihoods, particularly in agriculture, pastoralism, and fisheries, to ensure household stability amid environmental change.
- Scaling renewable energy development, reducing reliance on unsustainable energy sources and improving energy security.
- Investing in climate-resilient infrastructure, including water systems, coastal protections, and drought mitigation measures.
- Strengthening coordination and financing for climate action, mobilizing national and international resources for environmental sustainability.
- Through these interventions, Puntland will move toward sustainable, climate-resilient development, where ecosystems are protected, communities can withstand climate shocks, and economic sectors operate in harmony with the environment. Pillar Five ensures that the gains of the development plan are preserved and sustained for future generations.

Table 1: Pillar 5 Theory of Change illustration

Pillar 5 Goal	Resilient ecosystems and communities adapted to climate change and environmental challenges
Challenges	<ul style="list-style-type: none"> • Highly vulnerable to climate shocks (droughts, floods) • High dependence on climate-sensitive economic sectors increases vulnerability to shocks, resulting in recurrent water and food insecurity. • Environmental degradation (deforestation, overgrazing, unregulated land use, and sand-dune encroachment) poses a significant threat to long-term sustainability. • Urban infrastructure is highly vulnerable to climate shocks due to weak climate-resilient planning.
Interventions	<ul style="list-style-type: none"> • Reforestation, soil conservation, and water management programs • Promoting climate-smart agriculture, fishing and rangeland management practices • Foster alternative renewable energy sources to eliminate charcoal consumption • Develop climate-resilient urban infrastructures (drainage systems, flood barriers) • Implement climate adaptation and disaster risk reduction strategies • Promote community-led environmental awareness and protection programs • Improve institutional, regulatory, and financing systems for environmental sustainability
Outputs	<ul style="list-style-type: none"> • Enhanced ecosystem restoration through reforestation, sustainable land use, and sand dune stabilization • Advance climate-smart agriculture and resilient infrastructure to support resource sustainability and climate adaptation. • Strengthened institutions, regulations, and community awareness for climate adaptation and environmental sustainability.
Outcomes	<ul style="list-style-type: none"> • Reduced environmental degradation and improved ecosystem sustainability. • Climate resilience and environmental protection capacities strengthened.
Impact	<ul style="list-style-type: none"> • Sustainable, climate-resilient development ensuring livelihoods and ecological stability.



ENABLERS

- Strengthen and harmonize climate, environment, and natural resource management policies and legal frameworks to fully operationalize environmental protection institutions and coordination mechanisms
- Build the technical, administrative, and operational capacity of key environmental institutions, including local Governments, to manage climate adaptation and disaster response
- Integrate climate change and environmental sustainability into all sectoral policies, plans, and budgets through climate-responsive infrastructure planning and investment
- Promote sustainable land use, afforestation, water conservation, and the protection of coastal and marine ecosystems through participatory, community-based resource management
- Establish mechanisms to mobilize local resources for financing environmental initiatives, including private sector investment, and develop partnerships to access global climate finance
- Scale up renewable energy initiatives, particularly solar and wind – where Puntland has comparative advantage – through public-private partnerships and policy incentive schemes
- Strengthen institutional and community-based disaster preparedness, early warning, and response systems to mitigate potential climate risks
- Promote environmental literacy, climate change awareness, and citizen participation through education curricula, media, and community outreach
- Enhance the capacity of agencies responsible for land and resource information management and climate monitoring to generate reliable, up-to-date data for evidence-based policy, research, and monitoring.

6.2 CLIMATE CHANGE ADAPTATION AND ENVIRONMENTAL PROTECTION SUB-PILLAR

6.2.1 Situational Analysis

Natural Environment Domain Perspectives

Puntland faces a range of environmental challenges that have had profound and adverse impacts on its terrestrial and marine ecosystems. Critical ecosystem services across freshwater, land, and coastal environments are deteriorating rapidly, while species extinction rates continue to rise. The main drivers of this degradation include recurring droughts and floods, rampant deforestation, soil erosion, and the unsustainable exploitation of natural resources.

District-level consultations conducted during the formulation of the PDP-4 highlighted a broad spectrum of environmental threats. Commonly cited issues included deforestation for household energy and construction – charcoal production, firewood harvesting, and livestock fencing – as well as unchecked land degradation caused by gully formation and the expansion of bare land.

Rangelands are increasingly mismanaged through overgrazing and unrestricted grazing patterns. Illegal wildlife hunting, sand dune intrusion, and unregulated fencing practices further exacerbate the crisis. Notably, an estimated 94 percent of Puntland’s districts have been affected by climate-induced disasters such as droughts, windstorms, and floods.



Erratic rainfall patterns, intensified by climate change, have severely strained Puntland's water resources. The growing frequency of droughts and floods has reduced water availability and disrupted agricultural and livestock productivity – sectors critical to the regional economy. Data from the Ministry of Humanitarian and Disaster Management (MOHDM) indicate major drought events in 2008, 2011, 2015, 2017, 2018, and between 2020 and 2022. Furthermore, the 2022 Puntland Household Budget Survey reported that nearly 58 percent of households experienced severe water shortages as a recurring and critical threat to their wellbeing and livelihoods.

The widespread use of biomass fuels for firewood and charcoal has accelerated deforestation and soil degradation. Survey data shows that 51.4 percent of households rely on firewood, another 34.5 percent use charcoal for cooking, while only 9.6 percent use liquefied petroleum gas (LPG) – with a higher adoption of 20.5 percent in urban areas.^[59] This heavy dependence on wood-based energy underscores the urgent need to promote cleaner, more sustainable alternatives. Policy measures encouraging LPG adoption and replacing traditional wooden fencing with environmentally friendly options – such as wire or stone fencing as successfully piloted in Sanaag – could significantly advance environmental restoration.

The growing mobility of sand dunes, intensified by climate change, presents another severe threat to Puntland's coastal populations. The arid climate accelerates dune movement, causing major ecological and socio-economic damage. Community consultations and field visits revealed entire villages buried, schools and homes destroyed, transport routes blocked, and critical.

Infrastructure – such as water systems and health centers – rendered inoperable. In Jariban District, for example, the settlements of Kulub and Dhinowda have been nearly engulfed by migrating dunes. These shifting sands also encroach on wetlands and mangrove habitats, undermining fish nurseries and coastal livelihoods. Vulnerability peaks during summer months when strong winds make some areas uninhabitable. Urgent adaptation and management interventions, such as mangrove and seagrass restoration, could help protect natural habitats while creating alternative livelihoods for affected communities.

Another emerging challenge is the proliferation of off-road vehicles that cut uncontrolled tracks across fragile rangelands and dune ecosystems. Repeated tire pressure compacts soil, reducing its capacity to absorb water and support vegetation. These tracks destroy stabilizing plant cover, increasing dune mobility and erosion. Communities report a sharp rise in vehicle use, with minimal regulation or enforcement of environmental laws, leading to widespread informal routes and further land degradation. District consultations also highlighted other drivers of environmental decline, including unregulated grazing, recurrent droughts and floods, haphazard settlement expansion, and illegal wildlife exploitation all contribute to erosion, loss of vegetation, and reduced land productivity.





Social Domain Perspectives

Water Insecurity: Water scarcity became an increasingly urgent challenge in Somalia. National data indicate that 77.7 percent of the population can access improved water sources during the rainy season, dropping to 74.7 percent in the dry season. The decline is more pronounced among rural populations – from 74.2 to 69.6 percent and nomadic groups from 61.6 to 52.3 percent. Puntland records slightly lower access overall, with 75.5 percent of residents using improved sources in the rainy season and 70.1 percent in the dry season. The reduction is most evident among nomadic communities, where access falls from 61.4 to 48.9 percent, and among rural populations, from 75.9 to 70.7 percent. Only 51.5% of Puntland’s population can access safely managed drinking water during the dry season, with stark disparities – 56.2 percent in rural areas compared to just 11.6 percent among nomads.^[60]

United Nations Children’s Fund (UNICEF) estimates that 62 percent of Puntland households use improved water sources, though this does not account for seasonal fluctuations. Climate change and recurring droughts continue to intensify water scarcity across the region. The Puntland Household Budget Survey (2022) found that acute water shortages are the most frequently reported shock, with about 58 percent of households identifying them as a persistent and critical threat to their wellbeing and livelihoods.^[61]

Food Insecurity: food crisis deteriorated significantly, largely due to the region’s heavy dependence on climate-sensitive sectors such as agriculture and livestock. These livelihoods are frequently disrupted by severe climatic events, particularly recurrent droughts. Among the top three shocks reported by households, two – severe water shortages and livestock losses – are directly linked to drought conditions, while the third – a sharp increase in food prices – is indirectly driven by these climatic stressors.

Collectively, these pressures have severely undermined both food availability and community resilience. According to 2022 survey data, household food insecurity is widespread:

- 60.4 percent - reported being unable to consume healthy and nutritious food
- 53.1 percent - skipped meals
- 52.4 percent - less than needed
- 51.6 percent - feared running out of food
- 46.0 percent - experienced hunger.

The highest levels of food insecurity were recorded among nomadic populations, where 79.6 percent were unable to access nutritious food, compared to 60.2 percent in rural areas and 47.3 percent in urban settings. As rural conditions continue to deteriorate due to persistent water scarcity, increasing numbers of people are migrating to urban centers, placing additional strain on already limited infrastructure and public services.

Regionally, while food insecurity affects all parts of Somalia, it is most acute in the Mudug Region, which in 2024 recorded a combined moderate and severe food insecurity rate of 69.5 percent, with 46.6 percent of households classified under the severe category. This situation underscores the urgent need for coordinated and sustained interventions to enhance resilience, restore livelihoods, and strengthen food systems in Puntland.

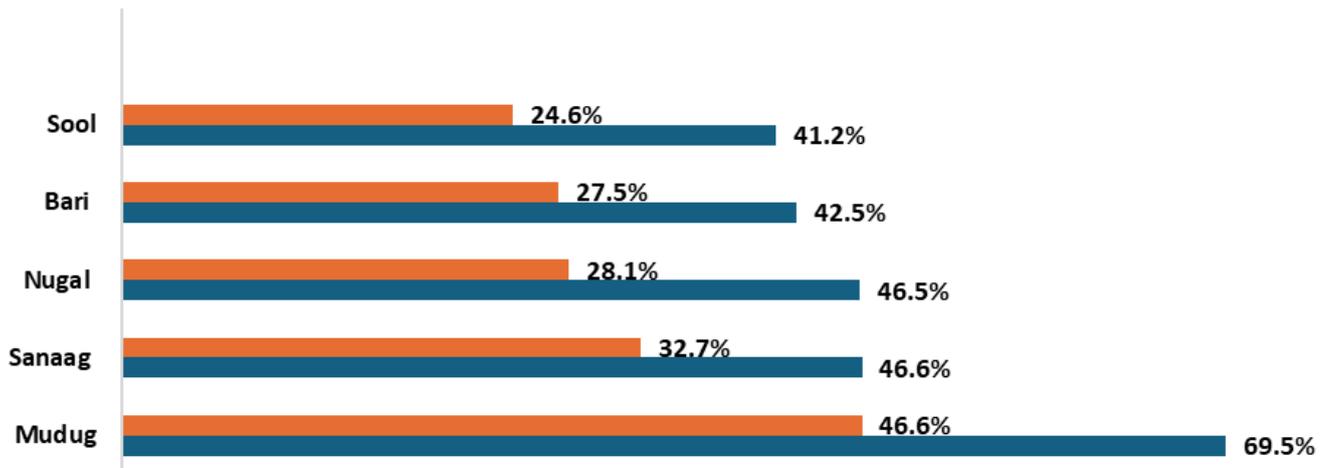


Figure 40: Food Insecurity Prevalence rates - 2024^[62]

Human health and climate change: Climate change poses a serious and growing threat to human health through a combination of direct and indirect mechanisms. Rising global temperatures, increasingly frequent extreme weather events, and widespread ecological disruptions are intensifying existing health burdens while creating new ones – particularly for vulnerable groups such as children, the elderly, and low-income communities.

These climatic changes influence the spread of vector-borne diseases such as malaria, as shifting temperatures and rainfall patterns expand habitats for disease vectors like mosquitoes and ticks. Although empirical data remain limited, local evidence and community reports indicate a strong link between extreme climate events and increased health risks. Recurrent droughts and floods frequently trigger cholera outbreaks, while food insecurity – driven by declining agricultural productivity and chronic water scarcity – contributes to malnutrition and weakened immune systems. In addition, climate-induced stress and displacement have been linked to rising cases of mental health disorders, including depression and post-traumatic stress disorder.

Indirectly, climate change also undermines overall wellbeing through environmental stressors that exacerbate respiratory and cardiovascular diseases, especially among at-risk populations. Heatwaves worsen pre-existing health conditions, while air pollution – amplified by dust, drought, and higher allergen levels – has been associated with chronic respiratory illnesses such as asthma and chronic pulmonary obstructive disease. In Puntland, extreme weather events often damage healthcare infrastructure and disrupt service delivery, limiting access to essential medical care.

Nomadic and rural communities face heightened risks as deteriorating environmental conditions drive urban migration and internal displacement. Climate-related displacement is currently the leading cause of internal migration in Puntland and ranks second nationally, after conflict in southern Somalia. These communities – largely dependent on climate-sensitive livelihoods such as pastoralism – often lack the resources and institutional support required to adapt effectively. As a result, they experience worsened health outcomes linked to poor access to healthcare, clean water, and adequate nutrition



Economic System Domain Perspective

Puntland's economy relies heavily on climate-sensitive sectors, particularly livestock, fisheries, and agriculture. Livestock alone contributes 45-50 percent of GDP and nearly 90 percent of foreign exchange earnings. Its productivity depends on rainfall, pasture, and water availability, but increasing droughts and extreme weather events are undermining livestock health and household resilience.

Households report frequent climate-related shocks: 53.8 percent experienced severe droughts and water scarcity, 48.3 percent faced sharp food price increases, and many suffered livestock losses. Nomadic populations are most affected, with 91.3 percent reporting water shortages and 58 percent reporting livestock deaths, while rural communities also face high vulnerability. These disruptions have economic consequences: 51.2 percent of households lost income or purchasing power, 11.4 percent lost assets, and 27.8 percent suffered both.^[63] Crop cultivation is increasingly constrained by water scarcity, higher temperatures, and frequent droughts and floods, highlighting the need for climate-adaptive farming practices.^[64]

Puntland's coastline, covering about two-thirds of Somalia's total, provides significant fisheries potential but faces threats from environmental degradation and illegal, unregulated, and destructive fishing. Bottom trawling and fine-mesh nets overexploit stocks and damage ecosystems, causing estimated annual losses of US\$300 million. Overexploited species include kingfish, grouper, lobster, sawfish, sea cucumber, cobia, sea turtle, and gulper shark.^[65] Stakeholders recommend climate-responsive strategies such as drought-resistant crops, rainwater harvesting, climate-resilient livestock and rotational grazing, mangrove and watershed restoration, renewable energy adoption, and sustainable livelihoods including eco-tourism and beekeeping.

These measures aim to strengthen community resilience, sustain economic activity, and reduce long-term climate and financial risks in Puntland.

Built Environment Domain Perspective

Climate change is severely undermining infrastructure durability and functionality across water, health, education, housing, and transportation sectors. Environmental pressures – including droughts, declining groundwater levels, floods, and seasonal variability – frequently disrupt WASH services. Around 41.8 percent of water sources and 31.3 percent of households experienced at least a month-long water supply disruption due to environmental factors. In the past year, 30.4 percent of water points were affected by floods, droughts, or strong winds, with half sustaining substantial damage. Common protective adaptations at these sites included flood diversion structures, soil erosion control, and secured water storage facilities.

Health and education facilities are also at high risk. Although 53.7 percent of health centers and 44.4 percent of schools have some climate-resilient features – elevated construction, wind-resistant materials, and flood defenses – many continue to suffer from waterlogging, flooding, and structural wear. Overall preparedness remains low: only 30 percent of water sources and fewer than 40 percent of health and education facilities have emergency plans, and under 10 percent have access to functional emergency response systems. Limited emergency funding and reliance on ad hoc Government actions further weaken institutional adaptive capacity.^[66]



Transportation infrastructure faces similar vulnerabilities. The Puntland Highway Authority (PHA) reports that floods have caused severe damage to paved and unpaved roads, including bridge and culvert collapses, erosion, potholes, pavement cracks, road washouts, shoulder degradation, and weakened foundations. Repairing and rebuilding transport infrastructure and residential, commercial, and public buildings, imposes significant financial burdens on the State Government.

Community, district, and policy-level consultations emphasized the urgent need for climate-resilient infrastructure to protect livelihoods. Key recommendations included integrating climate-conscious urban and rural planning, reinforcing road networks, promoting sustainable land management, improving waste management, and expanding green spaces to mitigate heat and support public health. Specific challenges highlighted included urban flooding, as seen in Galkayo, and the encroachment of sand dunes on residential areas, pastoral lands, public buildings, and transportation corridors. Suggested interventions included using local sustainable materials for resilient housing, implementing flood-resistant drainage systems, strengthening WASH infrastructure, and promoting community-led dune stabilization. Expanding access to renewable energy, enforcing land-use regulations, and ensuring compliance with environmental safeguards, safety protocols, and construction standards were also emphasized as critical for long-term resilience and sustainability.

Institutional and Adaptational Capacity Domain

In response to rising environmental degradation and climate-related threats, the Puntland Government established the MOERCC to lead climate adaptation and coordination efforts.

Since its creation, the Ministry has introduced key institutional instruments, including the Environmental Protection and Management Policy, Waste Management Policy, Rural Land Management Policy, and the Climate Change Adaptation Plan. It has also overseen legal frameworks such as the Environmental and Social Impact Assessment Act and the Climate Change and Drought Management Strategy, strengthening institutional capacity for resilience and sustainability.

Despite these advances, gaps remain. Limited technical capacity restricts the Ministry's ability to keep pace with evolving climate science, technology, and policy, and state-level frameworks require better alignment with national policies. Effective management of environmental and climate challenges depends on inclusive engagement across public, private, and community stakeholders, with MOERCC coordinating collaborative efforts with other Government bodies.

Financial Resources and Funding Mechanism

Limited Government budget allocations, driven by low domestic revenue, remain a major barrier to advancing Puntland's environmental and climate resilience objectives. The lack of consistent internal funding has slowed the implementation of climate and environmental policies, particularly amid ongoing climate crises and ecological degradation. Currently, most interventions rely on irregular, donor-driven support. Although global commitments – such as the pledge by developed nations to mobilize US\$100 billion annually for climate initiatives in developing countries through 2025 – exist, Somalia, including Puntland, faces significant technical, financial, and institutional constraints. These limitations severely restrict the region's ability to access and benefit from international climate finance and green-funding opportunities.



Adaptation and Resilience Initiatives

The Puntland State Government has launched key climate adaptation and resilience programs to strengthen long-term capacity. These include developing critical systems and infrastructure to support adaptive capacity. The Land and Water Information Management Centre was established to coordinate the collection, analysis, and use of land and water data for evidence-based resource planning.

The MOHADM oversees emergency responses to droughts, floods, and resource-related conflicts, operating under a framework that strengthens district-level disaster committees, raises public awareness, provides preparedness training, and coordinates community-level responses. To support sustainable energy, taxes on LPG were removed to promote it as a cleaner alternative to charcoal, helping curb deforestation.

In partnership with development agencies, the Government has implemented several climate adaptation and environmental protection projects. Key initiatives include the Biyoole/Barwaaqo Project, funded by the World Bank, supporting agro-pastoral productivity and resilience, and the Joint Resilience Program, supported by UNICEF, World Food Program, and the Food and Agriculture Organization of the UN. These programs aim to bolster community resilience to environmental and economic shocks while promoting sustainable resource management.

Interventions include small-scale water infrastructure such as irrigation systems, rainwater harvesting, and subsurface dams. Climate-resilient agriculture is promoted through mechanized tools and drought-resistant crops. Conservation efforts focus on restoring degraded rangelands and coastal habitats, including mangrove rehabilitation in Eyl and Hafun, and establishing protected areas through community-led environmental initiatives.

Key Achievement

As part of preparing the PDP-4, Puntland State Government conducted a comprehensive end-line evaluation of PDP-3 to assess performance, identify gaps, and guide future strategic planning. Major achievements under Pillar Five: Environment, Climate Change, and Resilience were documented as follows:

- Strategic Planning and Policy Frameworks - A comprehensive five-year strategic plan guided Puntland's climate adaptation, mitigation, and environmental sustainability efforts. Major policy and legal instruments developed include the Puntland Waste Management Framework, Rangeland Management Policy, Environmental and Social Assessment Act, and Puntland Environmental Policy. A seismic and cyclone-resilient Building Code was enacted in 2023, and a multi-Hazard Operations Centre became fully operational in 2022. Additionally, a Municipal Climate-Smart City Strategy for Garowe was finalized in February 2024, laying the groundwork for climate-resilient urban planning.
- Climate Data and Awareness - The Puntland Land and Water Information Management Centre was launched in 2020 as a hub for climate-related data. Five automatic weather stations were installed (meeting the target), while 27 out of 40 planned rain gauge centers were completed. Public access to climate information reached 50 percent, below the 65 percent target. Environmental legislation enforcement exceeded expectations at 160 percent of the target. Awareness efforts included 95 climate-related community forums (against a target of 300) and the production of five educational dramas, meeting communications goals.¹



- **Community-Based Committees and Early Warning Systems** - Among 33 districts consulted, 56 percent had functional community-based committees focused on environmental conservation and climate adaptation. While active in local awareness campaigns, understanding of broader socioeconomic climate impacts remained limited. Disaster preparedness improved through early warning systems, with alerts disseminated via radio, TV, and SMS from the Drought Operations Coordination Centre in Garowe. Distribution of IEC materials reached 10,500, and 300 community sensitization events were conducted, exceeding the target of 110.
- **Resilience and Livelihood Initiatives** - Despite financial and technical constraints affecting sand dune rehabilitation, other resilience measures progressed. A total of 140 water catchments were constructed or restored (target: 160). Eleven seasonal grazing areas were developed (target: 2), while five Farmer Managed Natural Regeneration (FMNR) sites were completed (target: 12). Economic resilience advanced with 109 income-generating projects, including plant nurseries, fodder production, and beekeeping, far exceeding the initial target of 13.
- **Infrastructure and Environmental Protection** - Flood diversion infrastructure in Qardho successfully mitigated repeated flooding, setting a precedent for urban climate resilience. Solid waste collection coverage in Garowe and Bosaso reached 62% in serviced zones. Coastal restoration efforts included planting 32,000 mangrove seedlings in Eyl and Hafun. Solar-powered Street lighting covering 15 kilometers was installed in Garowe, Bosaso, and Gardo, enhancing urban safety and promoting sustainable energy use.

Strategic Challenges

- **High Vulnerability to Climate Shocks** – Puntland is highly exposed to droughts, floods, cyclones, and locust infestations, with rising temperatures intensifying ecological stress and threatening livelihoods.
- **Climate-Sensitive Economy** – the region’s reliance on agriculture, pastoralism, and fisheries makes its economy highly vulnerable to climate disruptions, increasing food insecurity and poverty risks.
- **Water Insecurity** – Over half of households report frequent water shortages. Seasonal rainfall variability affects rural and nomadic populations most severely. During dry periods, only 51.5% of the general population and 11.6% of nomadic communities access safely managed water.
- **Food Insecurity** – Climate-induced shocks such as drought, water scarcity, and livestock losses have left over 60% of households with insufficient food. Among nomads, 79.6% lack adequate nutrition, fuelling urban migration and straining urban infrastructure.
- **Environmental Degradation** – Deforestation, overgrazing, unregulated vehicle use, and unsustainable land practices are intensifying. Expanding sand dunes threaten coastal infrastructure, ecosystems, and settlements.
- **Marine Ecosystem Threats** – Destructive fishing practices continue to degrade marine habitats, causing annual losses of approximately US\$300 million. Biodiversity is declining due to illegal fishing, habitat destruction, and weak resource governance.
- **Infrastructure Vulnerability** – Water, education, health, residential, commercial, and transport infrastructure face recurrent damage from floods, droughts, and high winds, increasing repair costs and burdening public and private resources.



- **Institutional and Policy Gaps** – Despite key policies from the Ministry of Environment, Range, and Climate Change, implementation is limited by low technical capacity, poor inter-agency coordination, and weak alignment with federal frameworks.
- **Financial Constraints** – Most projects rely on donor support and remain small-scale. Domestic funding is unpredictable, and Puntland faces challenges accessing international climate finance due to institutional and technical barriers.
- **Low Public Awareness and Limited Community Engagement** – Only 56% of districts have community-based committees, many lacking training and capacity for disaster response. Broader climate literacy remains limited, undermining long-term adaptation efforts.
- **Biodiversity and Wildlife Loss** – Desertification, unsustainable land use, and climate change are accelerating biodiversity loss. The Ministry is addressing this through legal reforms, species protection, community education, and sustainable practices. Wildlife conservation initiatives include developing watering points and a comprehensive wildlife water management strategy

6.2.2 Strategic Framework

The Climate Change in Action and Environmental Sustainability Pillar provides a long-term roadmap to address Puntland's pressing climate and environmental challenges, including recurring climate shocks, vulnerable infrastructure, worsening food insecurity, limited institutional capacity, policy gaps, low public awareness, weak community engagement, and inconsistent climate financing. It represents a strategic commitment to building resilience at all levels – household, community, and institutions – through practical, sustainable solutions that directly tackle environmental and climate vulnerabilities.

This pillar also positions environmental sustainability and climate action as central to Puntland's broader development objectives. Its implementation contributes to multiple Sustainable Development Goals (SDGs), including No Poverty, Good Health and Wellbeing, Gender Equality, Clean Water and Sanitation, Affordable and Clean Energy, Sustainable Cities and Communities, Responsible Consumption and Production, as well as Climate Action, Life Below Water, and Life on Land.

Outcome 1: Environmental protection is strengthened through reforestation and sustainable land use, while biodiversity and ecosystems are enhanced through targeted conservation efforts.

Outputs:

- Enhanced ecosystem restoration through reforestation, sustainable land use, and sand dune stabilization.
- Strengthened conservation and sustainable management of marine biodiversity to protect ocean ecosystems.
- Improved wildlife conservation and sustainable resource management through monitoring, rehabilitation, and community-based practices.





Key Interventions:

- Establish community-driven nurseries and conduct large-scale planting of drought- and salt-tolerant native tree species in degraded rangelands and watersheds
- Promote alternative energy solutions, such as LPG, and strengthen bylaws to reduce reliance on charcoal and firewood
- Develop and enforce community land-use plans, with training for farmers and pastoralists on sustainable land-use practices
- Stabilize sand dunes and restore vegetation by planting native drought-resistant grasses, shrubs, and mangroves to support land cover and erosion control
- Control invasive species and prevent illegal hunting of endangered wildlife
- Create community-managed marine and terrestrial protected areas—including coral reefs, mangroves, forests, seaweed beds, and beaches—to conserve critical habitats and biodiversity
- Implement sustainable fishing practices, restore habitats with native species, and enforce measures against poaching and illegal fishing
- Train and establish local community-based structures for sustainable marine resource management, including monitoring and reporting of exploitative practices
- Establish and operate a wildlife confiscation and rehabilitation center to provide secure holding, veterinary care, and rehabilitation for rescued animals, supporting their recovery and potential release
- Construct and maintain water points in priority dryland ecosystems to improve wildlife water access, reduce drought stress, and support biodiversity conservation.

Outcome 2: Resilient community economic and livelihood systems strengthened through climate-smart natural resource management to adapt to recurrent extreme climatic events.

Outputs:

1. Enhanced adoption of climate-smart agriculture and sustainable natural resource management to improve livelihoods and economic resilience
2. Improved urban adaptation measures and infrastructure to strengthen resilience to recurrent extreme climatic events

Key Interventions:

- Promote climate-smart agriculture and agroforestry (e.g., frankincense) among small-scale farmers.
- Strengthen sustainable livestock management and rangeland practices for pastoralists and nomadic communities.
- Develop and implement climate-resilient urban infrastructure (drainage systems, flood barriers, resilient public buildings).
- Implement sustainable flood management solutions in vulnerable cities like Galkayo
- Protect urban green spaces and cultural areas
- Enhance urban planning and zoning regulations to integrate climate adaptation measures.
- Conduct capacity-building and awareness programs for municipal authorities, communities, and urban youth on climate risks and sustainable urban adaptation.
- Construct flood control infrastructures such as dams and retention ponds.



Outcome 3: Climate resilience and environmental protection capacities strengthened through robust regulations, functional climate financing, and empowered community-based management systems.

Outputs:

1. Strengthened institutional capacity, policy, and regulatory frameworks with financing and enforcement mechanisms
2. Enhancing climate change adoption and environmental sustainability through education and awareness.

Key Interventions:

- Train Government staff and equip institutions for natural resource monitoring
- Establish inter-agency coordination for resource management
- Review and enforce environmental laws and by-laws; implement compliance mechanisms
- Develop sustainable resource use guidelines
- Improve production and use of climate, ecosystem, and natural resource data for policy and planning
- Develop mechanisms to leverage local funding and private sector contributions
- Generate revenue via fines and fees on environmentally harmful commercial activities
- Strengthen capacity to access international climate finance, including Green Fund grants
- Facilitate inclusive community capacity-building and knowledge-sharing platforms for integrated natural resource management
- Establish and enhance community-based environmental monitoring systems for dune movement, coastal protection, and land degradation.

Outcome 4: Strengthened community resilience through integrated ecosystem monitoring and disaster preparedness.

Outputs:

1. Enhanced community-level resilience through ecosystem management, disaster preparedness, early warning systems, and emergency coordination
2. Strengthened emergency preparedness and response systems through improved institutional capacity and coordination.

Key Interventions

- Set up community-level early warning and early action systems
- Train local authorities and communities in disaster risk reduction
- Establish and train community disaster management committees in all target districts
- Develop and implement community emergency response plans, safety protocols, and simulation exercises
- Establish Puntland Emergency Operation Centre and District Emergency Operation Centres
- Set up coordination platforms and harmonise existing Early Warning Systems (EWS) protocols among stakeholders
- Develop clear procedures for community action based on triggers to ensure timely and effective response.



COSTING, FINANCING, RISK MANAGEMENT AND MONITORING AND EVALUATION



COSTING



FINANCING



**RISK
MANAGEMENT**



**MONITORING
AND EVALUATION**



COSTING, FINANCING, RISK MANAGEMENT, AND MONITORING AND EVALUATION

Costing, Financing Mechanisms and potential Financing Sources

PDP-4 Costing Framework

One of the key distinguishing features of the PDP-4 compared to the PDP-3 is the incorporation of a structured and transparent costing framework. The Plan adopted a hybrid costing approach, combining both bottom-up and top-down techniques to enhance accuracy, consistency, and alignment with fiscal realities.

Routine operational interventions – such as capacity-building trainings, document development, and similar administrative activities – were costed using a bottom-up approach. Under this method, expenditure heads were identified, quantities estimated, and average unit prices adjusted to account for incremental price changes. Cost estimates for these activities were primarily informed by comparable exercises previously undertaken by relevant Government institutions.

In contrast, complex and programmatic interventions, particularly those involving infrastructure construction, energy generation, and other large-scale investments, were costed using benchmark expenditure ceilings. For example, costs were derived from standardized sectoral benchmarks, such as the average cost/Km of road construction or per installed megawatt of power generation.

Additionally, activities implemented on a recurring basis – whether monthly, quarterly, or annually – were costed by multiplying the estimated unit cost by the number of times the activity is expected to occur over the PDP-4 implementation period.

To ensure uniformity and a high level of budget estimation accuracy, technical experts developed standard assumptions and costing notes that guided all calculations. These standards were applied consistently across all pillars to maintain harmonization and comparability. Unit prices, input requirements, activity scopes, and sectoral expenditure ceilings were derived from institutional references and data from recently budgeted, similar projects or activities.

Overall, this structured costing methodology has significantly enhanced the fiscal realism and practical feasibility of the PDP-4. It makes the Plan more analytically grounded and financially credible than its predecessor, the PDP-3.

The Costing, Financing, Risk Management, and Monitoring and Evaluation section of the PDP-4 contributes to the following SDGs:

- **SDG 13: Climate Action** – strengthen resilience to climate hazards, integrate climate measures into policies, and education and capacity-building for climate action
- **SDG 17: Partnerships for the Goals** – mobilize resources and finance, promote trade and investment, enhance technology and capacity-building, support data and accountability, and strengthen global partnerships



OVERALL COST OF THE PDP-4

PDP-4 is organized around strategic pillars, each representing a component of the Government’s development agenda. The total estimated cost of the Plan reflects the aggregate financial requirements across these pillars, encompassing capital investments, operational expenditures, and capacity development needs over the plan period (see Table 2: Cost Estimate of PDP-4).

TABLE 1: COST ESTIMATE OF PDP-4

Pillars/Pillar Subsectors	Estimated Cost US\$
1. Inclusive Politic and Good Governance	\$34,985,000
Institutions and Democratisation Process	\$14,345,000
Institutional Development and Good Governance	\$12,270,000
Federalisation, Decentralisation and Public Services	\$8,370,000
2. Equitable Justice and Security Reform	\$372,606,940
Justice System Reform	\$61,768,700
Security Sector Reform	\$310,838,240
3. Economic Development	\$894,881,000
Enhancing the Resilience of Productive Sectors	\$53,955,000
Economic Infrastructure	\$716,263,000
Energy	\$108,310,000
Macroeconomic Environment	\$16,353,000
4. Social and Human Capital Development	\$388,447,008
Education, Culture and Social Mindset	\$47,268,008
Health	\$66,250,000
Water, Sanitation and Hygiene	\$61,250,000
Labour Market, Employment and Social protection	\$124,372,000
Youth and Sports	\$6,315,000
Housing and Urbanisation	\$2,897,000
Durable Solutions for Internally Displaced People	\$80,095,000
5. Climate Change and Environment Sustainability	\$ 92,955,625
Total PDP-4 Resource Requirement	\$1,783,875,573



The total estimated cost of the PDP-4 represents the overall financial resources required to achieve the Plan's strategic outcomes and targets across all pillars throughout the implementation period. This costing framework integrates both recurrent and development expenditures, ensuring a comprehensive reflection of the Plan's financing needs. The potential financing sources include Government budget allocations, private sector investments, and anticipated contributions from development and resilience partners.

The allocation of costs across the five pillars reflects the Government's strategic prioritization framework. Economic growth – driven by targeted investments in high-potential sectors with sustainable returns and comparative advantages, such as fisheries and livestock, alongside complementary infrastructure in energy and transport (particularly roads) – has been identified as the core focus of this development term. Accordingly, the largest share of resources is allocated to the economic growth pillar, followed by social service delivery, which remains a critical driver of inclusive and sustainable development.

In addition, substantial allocations have been directed toward inclusive governance, security, justice reform, and climate resilience and environmental sustainability, reflecting a balanced and integrated approach aimed at laying the foundational groundwork for realizing Puntland's long-term human development aspirations. The detailed breakdown of cost estimates, along with the implementation roadmap and monitoring framework, are presented in the attached results matrix appendices.

Financing Strategy

The successful implementation of the PDP-4 depends on securing adequate and predictable funding to ensure the timely and sustained financing of priority programs and interventions throughout the plan period. However, achieving this fiscal aspiration remains technically constrained by Puntland's limited fiscal capacity, characterized by a stagnant, consumption-driven economy, a narrow domestic revenue base of approximately US\$98.8 million in 2024, of which an average 72 percent is absorbed by recurrent operational expenditures. Additional challenges include high dependency on external assistance, and weak institutional mechanisms for resource mobilization and public financial management.

Nevertheless, the Government remains committed to harmonizing and creating synergies among various stakeholders to formulate and implement a diversified and well-coordinated financing strategy. This strategy aims to mobilize resources from multiple sources while ensuring efficiency, accountability, and alignment with local, national, and global development priorities. The potential sources of financing include Government budget allocations, local private sector and diaspora investments, remittance contributions, incentives for foreign direct investment, community-based contributions (such as Zakat and Waqf), and development partner support.

To operationalize and sustain these financing streams, the Government will establish and institutionalize the Puntland Development Fund (PDF) as a multi-window resource mobilization mechanism aimed at securing adequate and predictable financing for PDP-4 implementation. The Fund will serve as a central platform to coordinate, channel, and monitor contributions from diverse stakeholders with varying objectives – ranging from promoting social welfare and public good to pursuing profit-oriented investments.



To build stakeholder trust and ensure the Fund's credibility, the Government will institutionalize robust accountability and transparency mechanisms. These will include the creation of independent governance and oversight structures, impact-based prioritization systems, and transparent, evidence-driven resource allocation benchmarks. As complementary frameworks for PDP-4 implementation, the Ministry of Planning, in collaboration with the Ministry of Interior and relevant sectoral ministries, will develop Puntland District Need Profiles, drawing on extensive district and community-level consultations conducted during the early stages of PDP-4 formulation. Building on these profiles, a sectoral and thematic intervention mapping framework will be established to guide resource allocation and prioritize intervention sites across the state.

Together, these mechanisms aim to minimize duplication, enhance inclusivity, ensure efficient use of resources, and foster synergy and program harmonization within the broader PDP-4 implementation framework.

The PDF will employ a range of stakeholder driven and incentive-based financing instruments including:

1. Program-based Government budget allocation through the formulation of a short-term fiscal expenditure framework that outlines anticipated domestic revenue envelopes and expenditure allocations over the next five years. This framework will be aligned with PDP-4 priorities to strengthen domestic resource mobilisation and Government commitment.
2. Promotion of investment opportunities by translating PDP-4 programs into viable business and investment ventures to attract private sector and diaspora participation.
3. Development of a feasible investment portfolio financed through PPP models to leverage joint investments in key infrastructure sectors such as energy, extractive industries (including mining and cement production), and social service delivery infrastructure such as referral health facilities. This strategy aims to stimulate domestic investment, reduce capital flight, and promote sustainable economic growth through shared value creation.
4. Mobilization of community resources through faith-based financing mechanisms such as Zakat and Waqf to support local development initiatives.
5. Strengthening of donor collaboration and coordination to ensure development partner support is harmonized with PDP-4 priorities and sectoral goals, shifting from conventional aid modalities toward market system development, business partnerships, and value-for-money investment approaches.

Estimated Resource Contribution Framework for PDP-4 Financing

As outlined earlier, the implementation of PDP-4 is expected to be financed through a blended financing architecture that draws on balanced and complementary contributions from multiple stakeholders. This approach reflects shared local responsibility, strong Government commitment, and prioritized support from development partners. The State Government is expected to contribute approximately 27 percent of the total budget, primarily through annual budget allocations and the adoption of a program-based expenditure framework. Government expenditure under PDP-4 will focus on justice, security, energy, road infrastructure, and social services.

The local private sector and diaspora investors are projected to contribute around 23 percent, mainly through PPP, enterprise expansion, and investments in high-potential sectors such as fisheries, livestock, renewable energy, telecommunications, infrastructure, and extractive industries.



Community contributions and faith-based financing instruments, including Zakat and Waqf, are expected to account for about 5 percent, largely supporting social welfare and service delivery initiatives. Development partners and international organizations are anticipated to complement domestic efforts by financing approximately 45 percent of the total cost, with a focus on social services, green energy, climate resilience programs, infrastructure development, and institutional capacity building.

Table 2: Stakeholder Coordination Framework for the Implementation of PDP-4

<p>Strategic Principles</p>	<ul style="list-style-type: none"> • PDP-4 Document: A strategic, community-driven plan that outlines Puntland’s development priorities. • Program-based budgeting: Puntland Gov’t will adapt program-based budgeting to increase Gov’t allocation for PDP-4 implementation. • Donor and Partner Commitments: Financial and technical resources from donors and partners, aligned with PDP-4 priorities. • A Coordinated Framework underpinned by policy guidance, legal mandates, and institutional structures to facilitate stakeholder engagement. • Thematic Area Interventions Map. This is a strategic tool designed for guiding resource allocation, prioritizing needs, and avoiding intervention overlaps.
<p>Strategic Actions</p>	<ul style="list-style-type: none"> • Government-Led Coordination Platform: Establishment of robust coordination structures to ensure synergy among stakeholders and avoid duplication of efforts. • Effective Planning Process: Gov’t programs, private sector investment, donor support and partners interventions will be guided by the strategic priorities outlined in PDP through proper planning and coordination. • Government-Led Project Planning: The Puntland government takes a central role in deciding where and how projects will be implemented, based on PDP-4 priorities. • Blinded Resource Mobilization: Driving diversified & well-integrated resource mobilization efforts by establishing the Puntland Development Fund, enhancing revenue generation, fostering PPP model, encouraging local and foreign investment, and restructuring the efficiency and effectiveness of donor support. • Monitoring and Evaluation (M&E): Government-led monitoring of all projects implemented by partners to ensure accountability, transparency, and impact sustainability.



Outputs	<ul style="list-style-type: none">• Harmonized Planning process: All donor and partner interventions are directly aligned with PDP-4 priorities and community needs.• Reduced Overlapping: Elimination of duplication and overlapping projects through effective coordination.• Enhanced Government Role: Strengthened legitimacy and capacity of Puntland government institutions in leading development efforts.• Community-Driven Priorities: Development projects that reflect the actual needs of local communities, as identified through inclusive consultations.
Strategic Actions	<ul style="list-style-type: none">• Improved Resource Efficiency: Optimal use of financial and technical resources, with reduced wastage and inefficiency.• Increased Accountability: Transparent and accountable implementation of projects, with clear government oversight.• Strengthened Synergy: Enhanced collaboration and coordination among government, donors, and partners, leading to greater collective impact.• Community Ownership: Increased local ownership and support for development projects, as they are tailored to community needs.
Impact	<ul style="list-style-type: none">• A self-reliant, resilient, and prosperous Puntland with responsive, capable institutions that lead and coordinate development, ensuring equitable and sustainable growth while addressing the needs of underserved communities.

Puntland Government is committed to revising its stakeholder cooperation framework to establish a coordinated, transparent, and accountable partnership model. The revised framework will align donor and partner interventions with government priorities, strength private sector and diaspora engagement, foster synergy, minimize inefficiencies, and reinforce the government’s leadership in planning, implementation, and monitoring.



Key Strategic Shifts

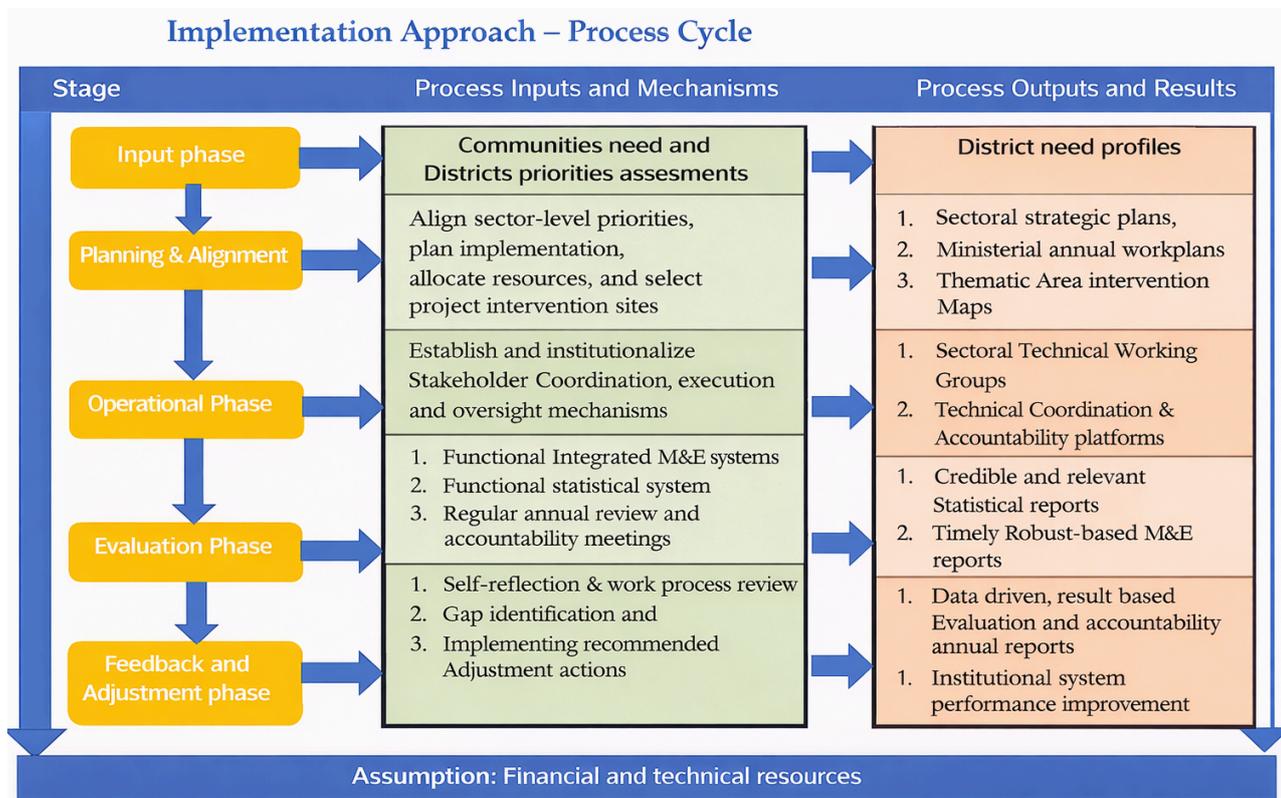
- 1. From Parallel Planning to Integrated Coordination:** The government will establish clear mechanisms ensuring that all donor and partner interventions align with the Puntland Development Plan. Gov't will adapt program based budgeting and thematic area needs and priority maps will be developed and updated annually to guide resource allocation.
- 2. From Oversight Involvement to Active Government Leadership:** The government will coordinate and oversee all efforts in project planning, design, and implementation to ensure interventions are strategically aligned with local priorities and allocated across Puntland. Donor and partner interventions will be guided by thematic area intervention maps derived from district and community consultations during the PDP-4 preparation process.
- 3. From Fragmented Implementation to Synergized Development Action:** The Puntland Ministry of Planning will serve as a strategic technical coordination agency to enhance engagement, communication, and information sharing among government institutions and partners. Institutionalizing this framework will create synergy, harmonize efforts, improve efficiency and resource optimization, and eliminate overlaps and duplication. Under this framework, a structured coordination and meeting platform will be established, with regularly scheduled meetings to review priorities, progress, and emerging challenges to ensure effective collaboration and alignment with Puntland's development agenda.
- 4. From Limited Oversight to Comprehensive Monitoring & Accountability:** The government will enhance its Project Monitoring and Evaluation (M&E) system to ensure systematic oversight of development interventions. Projects will undergo periodic performance reviews to assess effectiveness and impact through a structured reporting mechanism. In line with its commitment to transparency and accountability, the Puntland Government will redefine project management roles, moving away from the current practice where partners are responsible for both implementation and monitoring. Going forward, all partner-implemented projects will be exclusively monitored by the government, strengthening oversight, accountability, and performance management.

Implementation, Monitoring, and Evaluation Strategy

The implementation framework for PDP-4 defines the roles and responsibilities of all stakeholders, including the three branches of Government, state ministries, departments, and agencies, local authorities, the donor community, international and local humanitarian and development partners, the private sector, diaspora, and local communities. It establishes coordination mechanisms and clarifies interactions among these stakeholders, anchored on clear institutional responsibilities, inter-agency collaboration, and efficient resource utilization.

MOPEDIC will adopt a results-based implementation approach, ensuring that activities are aligned with national priorities as well as regional and global development agendas. The overarching goal of this implementation arrangement is to enhance efficiency and effectiveness in delivering the objectives of PDP-4.

PDP-4 Implementation Approach – Process Cycle



The implementation Approach follows a structured, iterative process cycle that translates community needs and district priorities into coordination, evidence-based, and results-oriented development interventions, supported by adequate financial and technical resources.

The process begins with an Input phase, in which community needs and district priorities assessment are translated to interventions to ensure that planning decisions are grounded in local realities. District needs and priorities assessments generate district need profiles that provide a comprehensive evidence base for prioritization and resource allocation. During the planning and Alignment Phase, district needs are aligned with sectoral-level priorities, implementation plans, and available resources. This phase guides that selection of project intervention sites and results in sectoral strategic plans, ministerial annual workplans, and thematic area intervention maps that ensure coherence across planning instruments.

The Operational phase focuses on coordinated implementation through the establishment and institutionalization of stakeholder coordination, execution and oversight mechanism. Sectoral Technical working Groups and technical coordination and accountability platforms facilitate effective execution, inter-ministerial collaboration, and performance oversight.

The Evaluation Phase strengthens result-based management through functional integrated monitoring and evaluation systems, functional statistical systems, and regular annual review accountability meetings. This phase produces credible statistical reports, timely results-based M&E reports, and data-driven evaluation and accountability annual reports.



The feedback and Adjustment Phase institutionalize learning and continuous improvement by promoting self-reflection and work process reviews, identifying implementation gaps, and applying recommended adjustment actions. These phase results in documented lessons learned and best practices, prioritized improvement action plans, revised work process and operational guidelines and enhanced institutional system performances.

Organizational Arrangements for PDP-4 Implementation

• The Office of the President

His Excellency, the President of Puntland, will provide overall oversight and stewardship for the implementation of the plan, ensuring that the state development priorities and programs outlined in PDP-4 fulfil the commitments made in his manifesto. A Delivery Unit, established within the Office of the President, will be tasked with translating the President's vision into actionable initiatives. This Unit will be jointly managed by the Office of the President and MOPEDIC and will be responsible for:

1. Monitoring and ensuring the timely delivery of agreed Government priorities.
 2. Providing regular updates to the President on a bi-monthly basis, including detailed briefings on prioritized projects, milestones, bottlenecks, and proposed timelines for resolution
- Offering practical support to implementing Ministries, Departments, and Agencies (MDAs) to remove obstacles and accelerate the delivery of Government priorities
 - Disseminating public information on the implementation of flagship projects in Puntland, while ensuring that the Council of Ministers and Parliament are fully informed of PDP-4 progress. The Unit will also make decisions or recommendations to resolve implementation challenges as needed.

• The Council of Ministers

The Cabinet will report on the progress of key programs and projects within their respective ministries, highlighting challenges that require attention to ensure effective implementation. Ministers are expected to exercise vigilance and provide active stewardship over the execution of planned projects and programs in their sectors, aiming to achieve the development targets outlined in PDP-4.

• Parliament

Parliament, through its oversight, legislative, and appropriation functions, will hold the executive accountable for delivering services to the citizens of Puntland and ensure that MDAs align their work plans and budgets with the priorities of PDP-4. It will also ensure that budget allocations to MDAs reflect the PDP-4 financial framework. Additionally, Parliament will be responsible for enacting legislation necessary to facilitate the efficient implementation of the plan.

• MOPEDIC

Coordination of PDP-4 implementation across all sectors is the responsibility of the Ministry. The Ministry will establish mechanisms and platforms to ensure that implementation is effectively coordinated among public and private sector actors, civil society, development partners, and other non-state stakeholders. MOPEDIC will design a system to track progress across all implementing actors and develop a partnership framework with private sector, development partners, and civil society organizations to create binding agreements that facilitate smooth coordination. To fulfil this role, MOPEDIC's capacity will need to be strengthened to efficiently manage and oversee the full scope of stakeholders involved in PDP-4 implementation.



- **Sectoral Working Groups**

Sector Working Groups (SWG) will be responsible for implementing the sectoral programs and projects outlined in PDP-4. Each sector will develop Sector Development Plans (SDPs) and Budget Framework Papers aligned with the priorities of the PDP-4. The SWG approach will ensure the inclusion of all public, private, and non-state actors in sectoral planning and implementation. SWGs will be formally institutionalized, with clear leadership structures, a designated lead agency, and a functional secretariat to coordinate planning, implementation, monitoring, and evaluation. The roles of non-state actors – including the private sector, civil society, media, and development partners – will be clearly defined to facilitate effective collaboration.

- **Ministries, Departments, and Agencies (MDA)**

MDAs will continue to develop agency-specific plans aligned with the results and targets set out in the SDPs to which they contribute. This will involve implementing a state capacity-building program focused on planning, project implementation, monitoring and evaluation, and procurement. The program will strengthen MDAs' ability to translate state plans into sector-level initiatives, sequence projects effectively, and engage the private sector as strategic partners. Enhancing MDAs' capacity to develop and enforce service delivery standards will also be a key focus during PDP-4 implementation.

- **Regional-Level Implementation Mechanisms**

Given the implementation challenges posed by the small size of several districts, limited financial and human resources, and the need for efficient resource utilization, regional implementation mechanisms will be established on a service delivery and project basis. These mechanisms will enable staff to be allocated at the regional level to manage multiple districts, particularly in key areas such as transport and works, energy, physical planning, and procurement. The regional mechanisms will also support the implementation of special programs, including the Regional Development Planning Committee (RDPC), and the District Development Planning Committee (DDPC).

- **Local Governments (LGs)**

Local Governments (LGs) serve as the front-line service delivery units. During PDP-4 implementation, all LGs will be required to develop and execute development plans aligned with the priorities of PDP-4. Since most LG funding is conditional and determined by line ministries, LG plans must be developed in consultation with the relevant SDPs while addressing local development priorities. Additionally, LGs are expected to engage the private sector, civil society, and other non-state actors throughout the planning and implementation processes to ensure inclusive participation.

- **Monitoring and Evaluation**

This section outlines the institutional framework, coordination mechanisms, and reporting arrangements for M&E of the PDP-4. It defines the systems and capacities required at the levels of MDAs, and local Governments to ensure effective oversight, timely progress tracking, and evidence-based assessment of results. The M&E strategy is designed to strengthen accountability, support data-driven decision-making, and enable adaptive management throughout PDP implementation, ensuring that planned outputs, outcomes, and impacts are achieved efficiently and transparently.



Processes and Tools for Monitoring

Effective integration of a robust M&E function is critical for the successful implementation of the PDP-4. The M&E system will define the institutional framework, reporting mechanisms, and dissemination processes to guide data collection, analysis, and use. It will also ensure that key personnel across all MDAs, and local Governments develop adequate M&E capacities. A well-structured M&E framework will enable systematic progress tracking, performance measurement, and timely identification of implementation bottlenecks, supporting evidence-based decision-making. The following subsections outline the institutional arrangements, tools, and processes for monitoring and evaluating the implementation of the Puntland Development Plan (PDP 2026–2030).

PDP-4 Monitoring and Evaluation Framework

The M&E Framework for the Puntland Development Plan (PDP 2026–2030) is based on two complementary approaches: the Theory of Change model and the Results-Based Management framework. Together, these approaches provide a structured, evidence-driven, and participatory foundation for planning, monitoring, evaluating, and learning from development interventions across all sectors.

- **Theory of Change (ToC):** outlines the logical pathways through which inputs and activities are expected to lead to outputs, outcomes, and long-term impacts. It explicitly identifies the assumptions, risks, and enabling conditions necessary for achieving the desired change. This approach ensures that development partners, Government institutions, and communities share a common understanding of how interventions contribute to Puntland’s overarching development vision
- **Results-Based Management (RBM):** translates the ToC into measurable results through a clear results chain linking inputs, interventions, indicators, outputs, outcomes, and impacts. Each sector and ministry defines specific performance indicators, targets, and milestones, which are regularly tracked through the M&E system. This enables systematic performance monitoring, adaptive management, and accountability for results at all levels.

By integrating ToC and RBM, the PDP-4 M&E framework enhances strategic coherence, supports evidence-based decision-making, and ensures that planning and resource allocation are aligned with measurable results. Regular progress reviews, joint sectoral assessments, and outcome evaluations will generate credible data to inform policy adjustments and ensure that planned outputs translate into tangible outcomes and sustainable impacts, including improved livelihoods, enhanced service delivery, and inclusive economic growth.



- **Puntland Department of Statistics (under MOPEDIC):** Coordinates national data collection for outcome and impact indicators, ensuring data quality, consistency, and harmonization. It publishes Puntland in Figures annually, including a dedicated section on PDP-4 progress and performance.
- **Line Ministries, Departments, and Agencies (MDAs):** Lead sector-level monitoring of outputs and outcomes under their mandates, collect and validate data through departmental M&E units, and submit progress reports to MOPEDIC quarterly or biannually.
- **Local Government Authorities:** Collect localized data and facilitate community-level monitoring, ensuring bottom-up accountability and local ownership of development outcomes.
- **Development Partners and UN Agencies:** Provide technical assistance, capacity building, and alignment of program monitoring frameworks with the PDP-4 results framework.
- **Civil Society Organizations (CSOs) and Private Sector Actors:** Support data generation, independent monitoring, and feedback mechanisms to enhance transparency and social accountability in PDP-4 implementation.
- **Puntland Parliament and Office of the Auditor General:** Provide oversight and policy guidance to ensure development priorities and expenditures remain consistent with the PDP’s strategic goals (see Table 3: PDP-4 Monitoring and Evaluation Framework Structure).

TABLE 3: PDP-4 MONITORING AND EVALUATION FRAMEWORK STRUCTURE

Agency	Responsibility
Office of the President and Cabinet	<ul style="list-style-type: none"> • Oversee the implementation of projects and programs by Government institutions. • Review M&E-related policies before submission to Parliament for approval. • Provide inputs, comments, and recommendations on the M&E Policy. • Measure the deliverables and results of programs implemented by Government institutions, UN agencies, and NGOs at the sectoral level. • Ensure the national M&E framework aligns with the M&E Policy and the Five-Year Puntland Development Plan. • Take corrective or stringent actions against Government institutions, UN agencies, or NGOs that fail to implement agreed programs or meet performance standards.
Parliament	<ul style="list-style-type: none"> • Track progress against PDP targets by reviewing performance reports submitted by the Ministry of Planning, line ministries, and agencies. • Scrutinize Government performance, expenditures, and outcomes through relevant parliamentary committees (e.g., Planning, Finance, Public Accounts). • Require regular progress updates from the executive and ensure results and expenditures are publicly accessible. • Take firm measures against Government and non-Government institutions that fail to implement programs. • Facilitate public consultations, hearings, and dialogues to gather citizen input and support participatory monitoring of PDP-4 implementation. • Produce parliamentary reports summarizing M&E findings and recommendations for corrective action



<p>Office of the Auditor General</p>	<ul style="list-style-type: none"> • Oversee the use of program implementation budgets to ensure they meet intended financial requirements and are properly utilized. • Share M&E reports submitted by MOPEDIC with the Cabinet and Parliament to enable corrective action against Government institutions, UN agencies, and NGOs (local and international) that fail to comply with M&E policies or avoid monitoring and evaluation. • Review all financial reports submitted by implementing institutions to assess whether program resources are used efficiently and effectively.
<p>Inter-ministerial Planning Committee (IPC)</p>	<p>The Inter-Ministerial Planning Committee is composed of senior decision-makers from Government ministries and chairpersons of Government institutions, chaired by MOPEDIC. Its key responsibilities include:</p> <ul style="list-style-type: none"> • Ensure that each Government institution’s annual plan aligns with the outputs and outcomes of PDP-4. • Review and endorse project monitoring reports submitted by the Core Technical Coordination Committee under MOPEDIC’s leadership. • Assess whether monthly, quarterly, and annual planning, monitoring, and evaluation reports inform PDP implementation, facilitating corrective actions at policy, management, and operational levels. • Convene annually to review achievements, challenges, corrective measures, and the way forward. • Ensure that the Monitoring and Evaluation budget is available and utilized as intended. • MOPEDIC will nominate a Secretariat, including a coordinator, administrator, advisors, and secretary, to provide technical support and facilitate all committee tasks
<p>M&E Technical Working Group (SWG)</p>	<p>Drawn from institutional M&E Units nominated by Core Technical Coordination Committee with the consultation of Inter-Ministerial Planning Committee. The sector working groups is chaired by MOPEDIC M&E Director and its main duties include:</p> <ul style="list-style-type: none"> • Collect annual plans, project proposals and implementation plan from Government institutions, UN agencies and non- Governmental organizations (local and international). • Facilitate all M&E technical and administrative support needed by Core Technical Coordination Committee. • Collate and maintain all projects/programs documents submitted by implementing institutions by putting in a database for preservation. • Improve coordination and communication with all M&E stakeholders. • Undertake capacity building training for M&E Government staff on monitoring and evaluation basics and tools. • Facilitate and arrange quarterly and annual Core Technical Coordination Committee and Inter-Ministerial Planning Committee meetings. • Check and review M&E reports submitted by Regional Development Planning Committee. • Develop M&E tools and training materials with the consultations of all concerned parties for their inputs and comments. • MOPEDIC will nominate Secretariat comprising coordinator, administrator, advisors and secretary to technically facilitate all tasks required to be executed by the sector working groups. • Close collaboration with project beneficiaries and implementers to make sure that all project stakeholders are fully engaged in all project phases. • Meet 2 times a year to prepare monthly, quarterly, and annually monitoring and evaluation key activities reports



<p>International Partners</p>	<p>Composed of members from institutional M&E Units, nominated by the Core Technical Coordination Committee in consultation with the Inter-Ministerial Planning Committee. The sector working group is chaired by the MOPEDIC M&E Director and is responsible for:</p> <ul style="list-style-type: none">• Collecting annual plans, project proposals, and implementation plans from Government institutions, UN agencies, and local and international NGOs• Providing technical and administrative M&E support to the Core Technical Coordination Committee.• Collating and maintaining all project/program documents submitted by implementing institutions in a centralized database for preservation.• Enhancing coordination and communication among all M&E stakeholders.• Conducting capacity-building training for Government M&E staff on monitoring and evaluation principles and tools.• Organizing quarterly and annual meetings of the Core Technical Coordination Committee and Inter-Ministerial Planning Committee.• Reviewing and verifying M&E reports submitted by Regional Development Planning Committees.• Developing M&E tools and training materials in consultation with all relevant stakeholders for input and feedback.• Supporting MOPEDIC in nominating a Secretariat - comprising a coordinator, administrator, advisors, and secretary - to technically facilitate all tasks of the sector working group.• Collaborating closely with project beneficiaries and implementers to ensure full engagement of all stakeholders throughout project phases.• Meeting twice a year to prepare monitoring and evaluation reports on key activities on a monthly, quarterly, and annual basis.
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Risk Management Plan

Risk management is a systematic process of identifying, assessing, and addressing potential threats that could hinder the achievement of PDP-4 objectives. While planning inherently involves uncertainty and risk, it becomes more effective when it anticipates potential challenges and outlines mitigating actions wherever possible. Within the context of PDP-4, risk management is essential to ensure that development goals are realized. It involves proactively anticipating uncertainties, minimizing their impact, fostering resilience, and safeguarding the implementation of the PDP-4 framework.

The successful implementation of PDP-4 may face numerous challenges and risks that could delay progress and completion. These include fragility, limited political will, resource constraints, insufficient institutional capacity and workforce, environmental risks, data gaps, inadequate monitoring, and weak coordination among Government entities and development partners.

These challenges necessitate a comprehensive risk management strategy. Without a clear framework, progress toward development objectives could be delayed, resources wasted, and public trust eroded. This chapter outlines the key assumptions underlying PDP-4 and identifies the risks that could undermine its implementation over the 2026–2030 period. It highlights major risks and corresponding mitigation strategies across the preparation, initiation, and implementation phases. By considering these risks and planning for their reality on the ground, this chapter serves as a guiding framework to navigate challenges and ensure the successful execution of PDP-4.



Assumptions for the Success of PDP-4

Assumptions represent specific conditions deemed essential for the successful implementation of Puntland Development Plan 4 (PDP-4). They are factors considered likely to be true or certain, even without empirical proof. The effective execution of PDP-4 depends on several key assumptions that underpin its strategic goals and activities. These assumptions reflect the enabling conditions necessary to achieve the desired outcomes across all sectors.

Risk Management Approach

The Risk Management Strategy for PDP-4 is based on six interconnected principles:

1. Proactive Risk Identification and Prevention – Anticipating potential risks early and implementing measures to prevent or minimize their impact
2. Institutional Resilience and Capacity Building – Strengthening institutions and human resources to effectively manage and respond to risks
3. Inclusivity – Engaging all relevant stakeholders, including Government entities, development partners, and communities, in identifying and addressing risks
4. Transparency and Accountability – Ensuring open communication and responsibility in risk management processes
5. Agility and Adaptability – Maintaining flexibility to respond to emerging risks and changing circumstances
6. Alignment with National Priorities – Ensuring that risk management actions support broader national development goals.

Risk Matrix and Mitigation Measures

The following matrix enables stakeholders to prioritize risks and design effective strategies to mitigate challenges during PDP-4 implementation (see Table 4: Risk Management Matrix).

Table 4: Risk Management Matrix

Risk Category	Risk Description	Impact	Mitigation Measures
Political Risks			
Lack of political buy-in	<ul style="list-style-type: none"> Poor leadership at the top of State Government may slow the implementation of PDP4 	High	<ul style="list-style-type: none"> Effective State Government leadership driving implementation of PDP-4
Corruption	<ul style="list-style-type: none"> Corruption may undermine public trust and resource allocation 	High	<ul style="list-style-type: none"> Strengthen integrity institutions and anti-corruption frameworks Implement whistleblower protection systems
Security Risks			
Terrorism	<ul style="list-style-type: none"> Continued Daish activities will disrupt service delivery and infrastructure projects in some areas 	High	<ul style="list-style-type: none"> Enhance counter-terrorism coordination and secure project sites. Strengthen community resilience programmes in Calmiskat and other susceptible areas



Institutional Risks			
Weak institutional capacity	<ul style="list-style-type: none"> Limited institutional capacity will undermine implementation 	Medium	<ul style="list-style-type: none"> Conduct targeted capacity-building programs Provide technical support and peer-learning opportunities for key areas
Poor coordination	<ul style="list-style-type: none"> Inadequate coordination may result in gaps, duplication and poor value for money 	Medium	<ul style="list-style-type: none"> Develop a centralized coordination framework. Organize regular inter-agency meetings and reporting mechanisms.
Economic Risks			
Resource constraints	<ul style="list-style-type: none"> Insufficient funding for PDP4 implementation may affect progress 	High	<ul style="list-style-type: none"> Diversify revenue sources through domestic resource mobilization. Strengthen donor engagement and improving partnerships
Global economic shocks	<ul style="list-style-type: none"> Impact of global downturns or inflation on domestic finances may affect implementation 	Medium	<ul style="list-style-type: none"> Establish contingency funding mechanisms Monitor global economic trends and develop adaptive strategies
Social Risks			
Resistance to transformation	<ul style="list-style-type: none"> Public opposition or lack of awareness undermining support for transformation plan. 	Medium	<ul style="list-style-type: none"> Conduct public awareness campaigns to highlight PDP4 benefits Engage civil society and community leaders in dialogue through public engagements
Lack of inclusive processes	<ul style="list-style-type: none"> Women, youth, and marginalized groups may be isolated and marginalized from development opportunities 	Medium	<ul style="list-style-type: none"> Ensure inclusive policies and representation in governance Implement affirmative action programs
Environmental Risks			
Disaster and climate-related shocks	<ul style="list-style-type: none"> Droughts, floods, and other shocks may disrupt the delivery of services and development projects 	High	<ul style="list-style-type: none"> Incorporate climate resilience measures into projects. Strengthen disaster preparedness and early warning systems among institutions and communities.
Technological Risks			
Cybersecurity threats	<ul style="list-style-type: none"> Potential cyberattacks on digitized public systems and data platforms 	Medium	<ul style="list-style-type: none"> Implement robust cybersecurity measures and staff training. Conduct regular audits and system vulnerability assessments.
Legal and Regulatory Risks			
Delays in legal reforms	<ul style="list-style-type: none"> Delayed enactment and poor enforcement of laws and regulations will affect implementation of PDP-4 	Medium	<ul style="list-style-type: none"> Establish clear timelines for legal reform processes Advocate for legislative prioritization and stakeholder alignment.



PILLARS RESULT MATRIX



ANNEX 1: PILLAR 1 RESULT MATRIX

Impact (Long Term Goal): A peaceful, democratic, and inclusive Puntland characterized by effective, transparent, and accountable institutions, where public services are equitably delivered, and all citizens actively participate in governance and development processes.

PROPOSED STRATEGIC PRIORITIES AND INTERVENTIONS OF INCLUSIVE DEMOCRATIC POLITICAL SYSTEMS SUB-PILLAR

Outcome 1: Strengthened inclusive political processes and democratic institutions that promote participation, representation, and accountability

Interventions	Indicators	Responsible agency	Baseline	Target: 2026-2030	Budget (USD)
Output 1.1 Democratization process is advanced through harmonized legal frameworks, a strengthened culture of law compliance, promoted inclusive dialogue platforms for political consensus-building, and enhanced capacity of political parties.					
Intervention 1: Ensure the full Review, harmonization and implementation of existing electoral and political party laws and procedural frameworks.	Number of electoral policy and legal frameworks reviewed and approved with consensus.	PEC	Existence of conflicting electoral regulation with gaps that need to be harmonized	Conduct comprehensive harmonization and consolidation of electoral frameworks through a broad and inclusive consultative process	\$50,000
Intervention 2: Establish civic education and public awareness programs to mainstream inclusive participation in elections by developing voter education campaigns targeting women, youth, minorities, and persons with disabilities.	# of inclusive civic education programs on democratization process developed, broadcasted at State-wide coverage through TV, and media	PEC & MOWDAFA	Public civic education on citizen rights, role and democratization process is extremely limited.	Before the end of 2027, at least 6 civic education programs on citizen rights, roles and the democratization process are developed and broadcasted quarterly through State TV, and major media channels	\$20,000
Intervention 3: Conduct inclusive public forums for civic education and awareness to promote citizen literacy in the democratization process	# of inclusive public forums held per district annually for civic education and democratization. (including political parties, civil society, elders, women, youth, minorities)	PEC	Ad hoc forums (2–3 in the election period, mostly elite-focused)	At least 60% of districts conduct broadcasted community level awareness building forums on a quarterly basis by 2027.	\$100,000
Intervention 4: Establish and institutionalize inclusive political dialogue platforms bringing together government, political parties, civil society, women, youth, and traditional leaders to build consensus on key political issues	Number of institutionalized political dialogue platforms formally conducted by PEC, think tank and academia institutions.	PEC	No functional political dialogue platforms organized recently, forums are commonly ad-hoc and happens election periods.	Established a functional political dialogue platform for government, political parties, and civil society, holding quarterly meetings by 2026 and 2027.	\$80,000
Intervention 5: facilitate the institutional and organizational capacity building of political parties through training, budget provision, and regulatory support to strength internal democracy, inclusivity and accountability.	# of structured leadership orientation and organizational management training provided to political parties.	PEC	Currently there is no such dedicated and structured institutional development program for political parties.	80% of political party leaders complete structured training on party leadership, management, and social mobilization by 2027.	\$50,000
Intervention 6: Provide training, technical support, and mentorship to political parties to develop clear political visions, coherent ideologies, and structured agendas that advance multiparty democracy and political pluralism.	# of political parties with defined and documented political ideology, vision and structured agendas	PEC	Most political parties lack distinct political brands, defined political ideologies or identities beyond the personalities of their leading figures	All registered political parties should publish their manifesto outlining core values, distinctive political ideologies, coherent vision, and agendas	\$50,000

Output 1.2 The Puntland Electoral Commission (PEC) has been strengthened with enhanced capacity and reinforced independence to effectively conduct inclusive, transparent, and regular periodic elections.

<p>Intervention 1: Improve the institutional and technical capacity and workspace infrastructure of PEC through training, provision of resources, and utilization of advanced electoral technologies.</p>	<p># of staff trained, ICT-office equipment and electoral infrastructures technologies deployed</p>	<p>PEC</p>	<p>PEC retains notable institutional capacity with trained staff, experience, and technology from the precious phase; however, high staff turnover, leadership changes and limited workspace constrain the performance</p>	<ul style="list-style-type: none"> · Conduct institutional capacity need assessment. · New office equipment · Deliver structured training programs based on need assessment findings. 	<p>\$10,000 \$30,000 \$50,000</p>
<p>Intervention 2: Strengthen the credibility and independence of the PEC by securing adequate budget allocations, legal protections, and transparent merit-based recruitment processes.</p>	<p>Existence of financial and institutional operations independence from political interference. Level of public and political parties' credibility and trust to PEC.</p>	<p>PEC</p>	<p>PEC is heavily donor-dependent, lacks predictable funding, and while it demonstrates certain level of credibility, but must fully assert its authority to gain public and political trust.</p>	<ul style="list-style-type: none"> · Govt allocates 60% of the required budget for elections. · Allocated budget for the PEC paid to the PEC account without delays · PEC granted full authority of process leadership and free from any form of political interference. 	<p>--</p>
<p>Intervention 3: Provide targeted public responsibility orientation, technical and operational trainings to election field staff to enhance their professional standards and moral responsibilities.</p>	<p># of staff trained and deployed in the field.</p>	<p>PEC</p>	<p>Total number of field staff who participated in the implementation was 31,750, comprised of field staff, supervisors and drivers.</p>	<p>Trained 10% increase of the previously trained staff for the upcoming election</p>	<p>\$350,000</p>
<p>Intervention 4: Plan and implement the next round of local council elections and the election of members of the Puntland House of Representatives, ensuring inclusivity, transparency, and adherence to democratic principles.</p>	<ul style="list-style-type: none"> • Existence of election calendar. • # of districts conducted local council elections. • An existence of elected House of Representatives 	<p>PEC</p>	<p>The calendar for the next local council elections has not been officially defined, and the terms of the currently elected 36 local councils vary. MPs of house of representatives is selected by clan leaders</p>	<p>Local council elections of all districts will be tentatively conducted early 2028. The next MPs will be elected through universal elections</p>	<p>\$13,000,000</p>
<p>Intervention 5: Develop and implement effective election monitoring and dispute resolution mechanisms to safeguard fairness and strengthen public trust in the electoral process.</p>	<ul style="list-style-type: none"> • # of established functional process monitoring, oversight and accountability mechanisms. • # of election disputes reported and resolved through formal mechanisms. 	<p>PEC</p>	<p>The previous election monitoring framework was fully operationalized, incorporating civil society, media, political parties, and international observers. In the previous round, majority of disputes resolved through negotiations.</p>	<p>Functional electoral monitoring systems maintained with media, independent, party, and civil society observers to ensure fairness and accountability. All political and legal disputes referred to supreme court.</p>	<p>\$100,000</p>
<p>Intervention 6: Implement initiatives to increase women, youth, and minority participation in decision-making bodies and leadership positions in political parties and elections.</p>	<ul style="list-style-type: none"> • % of women, youth, PWDs and minorities in party leadership structures, • % of women, youth, PWDs, IDP communities elected in councils and Parliament. 	<p>PEC</p>	<p>75% out of 861 of elected councils' members aged below 30 years, female amounts 18% and IDPs had only three seats.</p>	<p>By the next election, increase female representation and ensure PWDs, and IDPs are provided equal opportunities to run</p>	<p>\$50,000</p>

Output 1.3 Citizen participation in governance is institutionalized through structured platforms, civic education campaigns, protection of freedoms of expression and assembly, and expanded political representation for underrepresented groups.

<p>Intervention 1: Create legal frameworks, monitoring, and enforcement mechanisms to protect citizens' rights to freely express opinions and organize collectively.</p>	<p># of legal frameworks enacted to guarantee freedom of expression and assembly.</p> <p># of enforcement actions taken against violations of citizen's rights including freedom of expression and assembly.</p>	<p>Office of Human Rights Defense</p>	<p>Puntland State constitution clearly grants citizens political rights including freedom of expression and assembly.</p> <p>Numerous regulatory frameworks exist detailing these rights, but enforcement mechanisms remain weak.</p>	<p>Legal frameworks and enforcement mechanisms for citizens' rights protection are fully operationalized.</p> <p>Empowered Human rights defense office oversight and monitoring role</p> <p>90% of reported rights violation cases addressed effectively.</p>	<p>\$10,000</p>
<p>Intervention 2: strengthen legal frameworks, institutional capacities, and civic platforms that safeguard fundamental human rights and promote freedom of expression for all citizens.</p>	<p>Capacity building programs provided to the human defense office staff, media & civil society activists.</p> <p># of joint monitoring visit missions made to prisons and courts by justice oversight institutions.</p>	<p>Office of Human Rights Defense</p>	<p>Limited or no structured training programs currently exist for human rights office staff, media and civil society activists.</p> <p>Monitoring visits are irregular, ad-hoc and event based.</p>	<p>Quarterly based structured training sessions provided to media, SCOs and staff of office of human rights.</p> <p>Conduct at least 4 joint monitoring missions annually across all regional prisons and courts.</p>	<p>\$100,000</p>
<p>Intervention 3: Enhance protection mechanisms for citizens' rights through accessible legal aid, effective oversight of law enforcement, and citizen-friendly reporting systems for rights violations.</p>	<p>Number of citizens access legal aid and rights protection services.</p> <p>Existence of accessible citizen reporting and complaint mechanisms, and violation cases investigated and resolved.</p>	<p>Ministry of Justice, Office of Human rights Defense & MOWDAFA</p>	<p>Legal aid services and citizen reporting systems are limited and not widely accessible. Oversight of law enforcement is weak and fragmented.</p>	<p>By 2028, Increase the number of citizens accessing legal aid services by 50% compared to 2025 levels.</p> <p>Establish functional citizen reporting and complaint systems in all regions and ensure at least 70% of reported cases are investigated and resolved annually.</p>	<p>\$120,000</p>
<p>Intervention 4: Educate citizens on their rights, governance processes, and spaces for participation through media, workshops, and community outreach programs.</p>	<p>Number of inclusive and structured community outreach and civic education programs conducted.</p> <p>% of citizens with basic knowledge of their civic rights, governance processes, and legal mechanisms</p>	<p>Office of Human rights Defense & MOWDAFA</p>	<p>Community outreach awareness sessions were conducted but are not well structured.</p> <p>Roughly 15% have basic knowledge of their civic rights, governance process and legal mechanisms.</p>	<p>Quarterly civic education programs on citizens' rights, violation reporting procedures, and justice demand processes broadcast via State TV and social media.</p> <p>Increase to 60% of citizens with basic knowledge of their civic rights.</p>	<p>\$100,000</p>
<p>Intervention 5: Establish accessible channels for citizens to provide feedback, complaints, and influence governance decisions.</p>	<p># of functional citizen feedback and complaint mechanisms established.</p> <p>% increase in citizens aware and use the exist feedback, complaints mechanisms</p>	<p>Office of Human rights Defense</p>	<p>Few government institutions have established citizen feedback mechanisms, and most of these are non-functional, unresponsive, or poorly known to the public.</p>	<p>100% of government institutions adopt functional, well-known and responsive citizen feedback mechanisms in service delivery.</p>	<p>\$75,000</p>

Total Budget in Outcome 1 = \$14,345,000

PROPOSED STRATEGIC PRIORITIES AND INTERVENTIONS OF GOOD GOVERNANCE SUB-PILLAR

Outcome 1: Improved institutional capacity and governance systems that are transparent, accountable, and responsive to public

Output 2.1	Indicators	Responsible agency	Baseline	Target Timeline: 2026-2030	Budget USDs
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Output 2.1 Legal framework and policies are improved to harmonize and enhance the efficiency of public administration operations and digital governance tools are adopted to enhance service delivery efficiency.

Intervention 1: Review and update existing policies and implement the legal frameworks	Number of policy and legal frameworks reviewed or developed	MoLSA	key policy and legal frameworks for governance institutions are developed; however, effective implementation remains the main challenge.	Review, upgrade outdated and develop missing critical policy and regulatory frameworks to bridge institutional gap. (List of policies and laws to be determined)	\$50,000
Intervention 2: Carry out functional review and implement findings to resolve mandate conflicts	Functional review report completed and recommendations implemented.	MoLSA	There are overlaps and conflicts of mandates in Gov't institutions	Gov't institutions' functional review report finalized, approved and implemented to clarify institutional roles and to eliminate mandate confusion and overlaps.	\$50,000
Intervention 3: Establish a digital HR system to manage and track Gov't employee profiles and performance record.	Existence of a centralized digital HR information and performance management system	MoLSA	Gov't employee records are fragmented, with no systematic performance appraisal or management record system in place.	Fully functional digital HR system established, and 100% of Gov't employees profiles registered and performances records updated annually.	\$40,000
Intervention 4: Strengthen financial governance mechanisms to improve resource allocation, transparency, and budget efficiency.	% of annual budget expenditure aligned with program based and sectoral priorities % variance between approved and actual expenditure, % of Gov't funded procurement transactions publicly advertised.	OAG	Gov't budgeting is largely input based, with weak expenditure control, and Gov't budget financed procurements are not publicly advertised.	75% of annual budget aligned with program-based and sectoral priorities. 90% of procurement opportunities publicly advertised	-

Output 2.2 Merit-based recruitment adopted, performance systems institutionalized, and the Civil Service Commission and Institute for Civil Service Training strengthened to enhance staff capacity, efficiency, accountability and service delivery.

Intervention 1: Fully functionalize the Puntland Civil Service Commission (PCSC) through legal, technical, and budgetary support to effectively oversee civil service management and reform.	Level of operational effectiveness of the Civil Service Commission in terms of civil service management.	MoLSA	Civil Service Commission is established but has not been functional over the past years.	PCSC fully operational with defined legal mandate, sufficient budget, technical capacity, and oversight of 100% of civil service functions.	1,500,000
Intervention 2: Adopt and enforce merit-based recruitment systems across government institutions to ensure fair, transparent, and competency-driven hiring.	# of Gov't staff recruited standard professional merit process. # of appointee officials with prior professional experience to their respective positions.	MoLSA	Institutions do not adopt Fair and transparent recruitment system. Recruitments and appointment are heavily influenced by personal networks and external pressures.	Establish a functional merit-based recruitment system with all new hires are hired through competency and open process 80% of appointed positions are selected regarding to their prior field experience and qualifications	\$100,000
Intervention 3: Develop and implement a performance appraisal system to track and reward staff performance.	# of Gov't institutions conducted annual performance appraisal system.	MoLSA	State institutions don't undertake staff appraisal and lack reward and promotion track record.	80% of Gov't institutions undertake performance appraisal and establish track record. Ministry of Labour updates staff performance to the HRIMS database.	\$45,000

Intervention 4: Strengthen and functionalize for the Institute of Public Administration and Management (IPAM)	# of structured training programs developed by the IPAM. % increase in budget allocation to IPAM	MoLSA	IPAM is legally established and not operationally functional due to operational constraints.	IPAM staff recruited, functional, all public institutions engaged through training, continue education, and system advises	\$1,500,000
Intervention 5: Train government staff on policy implementation, service delivery, and regulatory compliance to improve institutional effectiveness.	# of structured training programs conducted by IPAM.	MoLSA	There are no structured and coherent training programs currently provided to Gov't staff	50% of Government staff received field based structural training programs.	\$420,000
	# of staffs Trained and certified annually,				
Intervention 6: Implementation of pay and grading system	Implementation evidence of the PL pay and grading system.	MoLSA	Pay and grading policy and administrative procedure are established but not adapted.	Pay scale were upgraded and by 2030 all government staff have graded, and pay is scaled	-
Intervention 7: Develop and implement civil service pension system schemes and fully operationalize	Existence of functional pension scheme Existence of pension staff registry.	MoLSA	There is no functional pension scheme, and 420 retired civil servants still in the service	Established and operationalized pension scheme and registry of pension staff are updated annually	\$50,000

Output 2.3 Oversight institutions (audit, anti-corruption, public complaints mechanisms) are empowered, resourced, and insulated from political interference.

Intervention 1: Strengthen OAG independence as per International Standards of Supreme Audit Institutions (ISSAI) including financial independence.	Relevant articles in the Act reviewed, rule of law prevails, budget allocated, Act with relevant articles approved by the parliament	OAG	OAG is not independent in decision making perspective	OAG exercise power conferred to by the law, public institutions and official's accountability increased, and financial cases trained publicly. 100% of the government budget audited annually, with at least 90% meeting compliance performance standards.	\$3,500,000
Intervention 2: Revise Audit Act and Develop Anti-Corruption Act including Whistle-blower Protection framework	Existence of revised audit act; availability of approved Anti-corruption Act	OAG	Audit Act needs revision and inclusion of frameworks. Anti-corruption act and whistle blower protection framework do not exist.	Audit Act amended, and Anti-corruption act enacted, and whistle blower protection framework is in place	\$30,000
Intervention 3: Establish a digital public complaint system and its regulations and procedures	Online platforms exist, Online platforms checked and confirmed, number of complaints received, number of complaints addressed	OAG	Lack of public complaint channels and information sharing	Public have access to platforms for complaint channeling and redress by 2027	\$40,000
Intervention 4: Enhance OAG Institutional Capacity, Construct office spaces for OAG head office and Bosaso regional office and train the staff on service delivery.	Offices constructed and training delivered, Actual buildings and certifications	OAG	Constraint on office space, low performance staff	Auditor General Office spaces built in Garowe and Bosaso, the agency staff trained and capacitated.	\$300,000
Intervention 5: Improve audit recommendation implementation, follow ups and reporting.	Follow-up unit established, number of Follow-up on audit recommendations reported	OAG	Slow implementation of audit recommendations	Improved institutional accountability, implementation of audit recommendations.	-

Intervention 5: OAG coordinate and monitor implementation of the PDP-4, its result matrix and budget allocations	Engaged OAG follow-up Unit, Follow-up on M/E and planning reported	OAG	PDP-3 failed to have feedback on implementation	Annual M&E report on PDP4 implementation status.	-
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Output 2.4 Evidence-based planning and policymaking are institutionalized through timely, high-quality statistics and robust results-based M&E systems enhanced to promote principles of transparency, accountability, and efficient resource allocation and service delivery.

Intervention 1: Develop Puntland district needs and priority profiles, and thematic intervention maps to guide targeted intervention sites, resource allocation, and planning decisions.	# of districts with district needs and priority profile # of Sector thematic area intervention maps conducted.	MOPEDIC	11 districts owned district development frameworks initially, but currently no district with defined district needs profile. Project and resource are allocated based on subjectivity and ad hoc based with no defined guideline	36 district needs and priority need profile developed. Established Sectoral Thematic Area Intervention Maps guiding project site election are resource allocations.	\$50,000
Intervention 2: Strengthen efforts for operationalizing robust results-based M&E systems in Puntland by creating standard frameworks, tools, and digital platforms to track PDP-4 program performance against targets.	Existence of robust functional M&E system. # of projects critically monitored and certified in terms of project design specifications	MOPEDIC	No robust and result based M&E framework, and M&E mission are conducted with limited consideration to project specifications.	Established a functional robust M&E framework aligned with PDP-4 implementation and M&E result matrices. 50% of projects implemented are objectively monitored with result-based standards.	\$500,000
Intervention 3: Improve Puntland Statistical system performance capacity through increasing production of official statistics.	# of statistical projects conducted and regular statistical productions released.	MOPEDIC	Consumer price index is published monthly and GPD estimation by expenditure annually released. Health & Demographic survey, Household budget survey and Business census registration conducted in 2020, 2022 and 2024 respectively,	GDP and consumer price index reports produced routinely. Conduct the following surveys · Multi indicator cluster survey · Household budget survey · Business registration survey · Labour force survey · Agriculture survey	\$3,800,000
Intervention 4: Enhance statistical data management systems in Government Ministries, agencies and local governments by upgrading technological infrastructures to improve data collection, storage and analysis.	# of Gov't institutions with established functional administrative data information management system.	MOPEDIC	Ministries of education, health, finance and aviation and marine transport now have established functional administrative data recording system.	80% of Gov't institutions will have established functional digital administrative data management system	Costed at institutional level with respective pillars.
Intervention 5: Strengthen the government planning and M&E officials' technical capacity in data analysis, interpretation, and application for policy formulation and service delivery.	# of Gov't planning and M&E officials qualified in data utilization for evidence-based planning and progress monitoring	MOPEDIC	Utilization level of data for informing program planning, progress monitoring is extremely low due capacity constraints.	100% of Gov't planning and monitoring official of MDAs are trained in evidence-based program and policy planning and progress monitoring in a quarterly basis.	\$120,000

Intervention 6: Develop and institutionalize mechanisms for public access to data, reporting of results, and citizen feedback on government performance.	# of functional public data access and feedback platforms established.	MOPEDIC	No comprehensive, user-friendly, and standardized public data access or feedback platforms exist. Only a few government institutions publish performance or statistical reports irregularly and in nonstandard formats.	Published Statistics Department Website and social media platforms are designed to serve as a centralized data hub, with annual sector and sub-sector progress reports published, and 80% of Gov't institutions releasing quarterly progress updates on their websites in a visualized format.	\$25,000
	% of ministries publishing performance reports and data online annually.			Result-based monitoring progress reports are publicly published on quarterly basis.	
Intervention 7: Strengthen coordination between government institutions and partner stakeholders to align efforts with PDP-4 goals, create synergy in resource	# Gov't sectoral/sub-sectoral and inclusive technical coordination working groups established and functionalized annually. # of partner coordination and consultation sessions conducted per year	MOPEDIC	Intra-Governmental coordination is weak, less effective and conducted on an irregular basis. Partner coordination and consultations are largely symbolic, lacking effective alignment of their interventions with the PDP and its implementation framework.	Sub-sectoral (e.g. health, education, water) coordination meetings conducted by respective Ministries on quarterly basis. MOPEDIC conducts PDP-4 pillar coordination meetings quarterly. Partner coordination and review meetings conducted biannually, in June for planning, programming and mobilizing resource for the upcoming year and in December for reviewing annual progress.	\$150,000

Total Budget in Outcome 2 = \$12,270,000

PROPOSED STRATEGIC PRIORITIES AND INTERVENTIONS OF INSTITUTIONAL CAPACITY DEVELOPMENT & DECENTRALIZATION SUB-PILLAR

Outcome 3: Enhanced access to quality public services through effective and inclusive decentralization of service delivery systems

	Indicators	Responsible agency	Baseline	Timeline: 2026-2030	Budget USDs
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Output 3.1 Decentralization laws and policies have been revised and fully adopted to clarify institutional mandates and strengthen the devolution of decision-making authority and budgetary control to local governments.

Intervention 1: Review and complete the laws, regulations, and policies related to administrative decentralization.	Number of laws and regulations finalized and adopted	Ministry of Interior	Both decentralization policy and fiscal decentralization strategy are required to be upgraded.	100 % of all required decentralization laws and regulations reviewed, harmonized finalized, approved and enforced.	\$75,000
Intervention 2: Ensure effective implementation of laws and the regulatory frameworks guiding administrative decentralization within government institutions.	Number of Ministries and Districts implement and practice decentralization laws and regulatory frameworks	Ministry of Interior	Less than 20% of decentralization policy and regulation dues are implement.	All Level A districts fully implement devolved services, and by 2030, 50% of Level B districts pilot health and education service delivery. Conduct decentralization monitoring assessments twice per year.	\$120,000
Intervention 3: Ensure decentralization laws are inclusive and address the specific needs of women, children, and people living with disabilities.	# of district-level plans integrating gender, youth, and disability considerations.	Ministry of Interior & MOWDAFA	Needs women, youth and people with disability is partially integrated with districts plans	conduct inclusive community-level consultations in all districts to ensure the needs of women, youth, and persons with disabilities are effectively incorporated into district plans.	\$100,000

Output 3.2 Sectoral services decentralization roadmaps (health, education including Quranic Dugsi, water, Sanitation and urbanization) are implemented at the district level through Staff capacity building, mobilization of adequate resources, improved service delivery infrastructure, and strengthened local performance monitoring systems.

Intervention 1: Construct/Rehabilitate and adequately equip administrative offices at both district and regional levels.	Number of offices rehabilitated/ constructed and equipped with modern inclusive facilities	Ministry of Interior	Only 7 districts have relatively rehabilitated, convenient enough workspace and office equipment	4 additional districts receive support for the construction, rehabilitation and equipment district office workspace	\$3,750,000
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Intervention 2: Promote and improve the quality and performance of staff working in district government institutions.	# of districts with staff trained and certified in core administrative and service delivery functions. # of districts conduct staff performance appraisal systems.	Ministry of Interior	Most of the staff of districts have limited technical capacities, lack regular training and all districts don't conduct performance appraisal	staff in 80% of districts trained and certified in core administrative and service delivery functions. All Level A districts and 50% of level B districts regularly conduct staff performance appraisals.	\$350,000
Intervention 3: Operationalize non-functioning offices and ensure that all missing services are provided.	# of previously non-functioning district offices made fully operational	Ministry of Interior	Key urban districts have mainly functional core departments, whereas most offices in non-key districts are only partially operational or non-functional.	Operational, Revenue, Land Registry, Planning, Social Affairs, Sanitation and Public relations departments are fully operational for all level A and level B districts. For level C, core departments should be functional at least.	\$200,000
Intervention 4: Enable districts to access sustainable revenue sources and create new streams of income.	# of districts with functioning own-source revenue systems (e.g., market fees, property tax) % increase in locally generated revenue year-on-year # of innovative revenue streams (PPP, service fees, etc.) piloted and scaled	Ministry of Interior	Fewer than 20 % of districts have functioning revenue systems. Own-source revenue covers <10 % of local budgets.	Revenue collection and administration staff trained for all districts. Revenue strategies prepared in all 36 districts; 50 % average revenue increase by 2030; at least one innovative stream piloted. At least 60% of districts adopt digital public financial management system	\$350,000
Intervention 5: Local Governments manage, oversight, and support religious facilities including Qur'anic schools through clear regulatory, coordination, and capacity support mechanisms.	# of districts with functional coordination and support mechanism for religious facility management	Ministry of Interior	No district with established and functional religious facilities management mechanism.	All districts will have established and functional religious facilities management mechanisms. The conditions of Qur'anic schools improved inters of building rehabilitation, furniture, and, sanitation facilities with provision of incentives	\$2,500,000
Intervention 6: Introduce and operationalize monitoring and reporting mechanisms to track intergovernmental agreements and joint decisions	# of Established functional digital platform for monitoring and reporting district project progress to easily track and access real-time reports. # of districts producing quarterly progress reports.	Ministry of Interior and OAG	No centralized or standardized tracking of intergovernmental agreements and joint decisions.	All Grades A & B districts fully utilize the established digital monitoring and reporting platform. All Grades A and B districts produce quarterly progress reports on decentralized service projects.	\$80,000
Output 3.3 Intergovernmental coordination mechanisms are strengthened to improve policy coherence, ensure compliance, and promote synergy between state and district administrations.					
Intervention 1: Develop and adopt standardized guidelines and frameworks for intergovernmental planning, budgeting, and policy compliance.	Existence of approved intergovernmental planning and budgeting guidelines # of districts applying the guidelines in annual plans and budgets	Ministry of Interior	No unified intergovernmental planning or budgeting framework. Compliance monitoring is voluntary and irregular.	Develop and adapt intergovernmental program planning, budgeting, monitoring and reporting standard operating procedure. 100 % of districts apply guidelines; 100 % of compliance reports submitted on schedule.	\$45,000
Intervention 2: Establish functional, formal and systematic intergovernmental coordination and review mechanism between line ministries and districts conducted.	# joint intergovernmental sector coordination meetings conducted.	Ministry of Interior	No formal and systematic intergovernmental coordination and review mechanism exist between line ministries and districts conducted.	Sectoral intergovernmental coordination and review are formalized and conducted quarterly via Zoom. Annual coordination progress review and planning conducted in October every year.	\$100,000

Output 3.4 Promote Federalism, and Strengthen relations among Puntland state actors, other states, and FGS through inclusive political dialogue

<p>Intervention 1: Establish a joint Puntland–FGS constitutional dialogue mechanism to clarify the role and the powers</p>	<p>Existence of a formal Puntland–FGS constitutional review dialogue mechanism</p> <p>Joint constitutional dialogue sessions are held annually.</p>	<p>Ministry of Interior</p>	<p>No formal mechanism; ad-hoc consultations with limited documentation</p>	<p>Conduct broad community and stakeholder dialogue sessions across all State level regions to capture and articulate public perspectives on power and resource sharing.</p> <p>Mechanism is fully institutionalized; consensus agreed on all constitutional provisions in disagreement, roles, powers and resource sharing formulas are clarified and adopted.</p>	<p>\$200,000</p>
<p>Intervention 2: foster political discussions and negotiations to establish a mutually accepted model for the 2026 federal elections and outline a clear, time-bound roadmap for national democratization.</p>	<p>Existence of a nationally agreed model and roadmap for the 2026 federal elections endorsed by all key stakeholders</p>	<p>Ministry of Interior</p>	<p>No unified or consensus-based electoral model and political dialogue remains stalled.</p>	<p>National consensus will be achieved and formal political agreement reached on electoral model schedule.</p> <p>Organized and invited key stakeholders and conducted PL level stakeholder engagement and political dialogues</p>	<p>\$300,000</p>
<p>Intervention 3: Enhance dialogue on fiscal federalism, equitable resource sharing and depoliticization of international assistance.</p>	<p>Existence of an agreed framework or roadmap for equitable resource sharing and fiscal transfers.</p> <p>% of projects implemented effectively and free from politicization.</p>	<p>Ministry of Interior</p>	<p>No consensus formalized framework guiding intergovernmental fiscal relations, and there is regular functional platform for fiscal dialogue.</p>	<p>Establish a functional platform for fiscal dialogue and develop a jointly endorsed fiscal federalism framework adopted and operationalized.</p>	<p>\$200,000</p>

Total Budget in Outcome 3 = \$8,370,000

Total Budget in Pillar #1 = \$34,985,000

ANNEX 2: PILLAR 2 RESULT MATRIX

Impact (Long-Term Goal): A peaceful, just, and inclusive society where all people can thrive and economic opportunities are equitably accessible and sustainable.

PROPOSED STRATEGIC PRIORITIES AND INTERVENTIONS OF JUSTICE SUB-PILLAR					
Outcome 1: Accessible and people-centered justice institutions uphold the rule of law and human rights, creating a stable environment that supports economic development.					
Output 1.1	Indicators	Responsible Agency	Baseline	Target (2026-2027)	Cost Estimate
Output 1.1 Legal frameworks and policies are being reviewed, and institutional capacities strengthened, to enhance the reach and effectiveness of justice institutions throughout the Puntland					
Intervention 1: Complete the Puntland constitutional review through inclusive consultations and public referendum	# of constitutional review consultation conducted with the various stakeholders, Parliamentary procedural debates and due to process actions undertaken	Puntland Parliament & Ministry of Justice	Constitutional review initial discussion commenced but broader consultations including political parties and public engagement not yet established	Constitutional review process finalized in full compliance with procedural standards and endorsed through a statewide referendum.	\$800,000
Intervention 2: Review and update key justice laws and policies to expand access to fair and effective justice.	# of sectoral policies and laws reviewed and approved or enacted.	Ministry of Justice	Four sectoral policies and four laws have been established and are currently operational.	The following acts and policies enacted: Alternative Dispute Resolution Act; Legal Aid Act; Religious Council Policy & Act; Orphanage Welfare Act; Corporal Punishment Act; Integrated Quranic Education Curriculum Policy; and Vulnerable-Groups Protection Policy. Zakat and Waqf Fund management policy and legislative act developed and implemented.	\$250,000
Intervention 3: Develop & institutionalize coordination and integration frameworks to establish clear mandates for formal, traditional and religious justice systems through inclusive stakeholder consultations.	Existence of officially approved coordination and integration frameworks that define mandates of the formal and informal justice system structures.	Ministry of Justice	there is no formal structural integration framework between formal and non-formal justice systems	By 2027, coordination and integration framework officially established and approved, defining mandates of the formal and informal justice systems.	\$100,000
Intervention 4: Establish and operationalize a Religious Council to mediate and advise on justice matters.	Existence of operationalized Religious Council that mediate and advise on justice matters.	Ministry of Justice	There is no such formally institutionalized council at present.	Establish and operationalize Religious Council by 2027	\$336,000

Intervention 5: Develop and implement regulatory guidelines for the administration of mosques, ensuring accountability and alignment and integration with local education and justice policies.	Existence of a functional administrative system for managing and overseeing religious centers.	Ministry of Justice	No regulatory guidelines currently exist for the administration of religious institutions and their integration with the official system.	Approved and implemented regulatory guidelines for the administration of religious institutions	\$50,000
Intervention 6: Enhance the financial independence and operational autonomy and decision-making authority of the judiciary and law enforcement sectors through increased budget allocations, functional reform and establishment of independent oversight mechanism	% increase in budget allocations to the justice sector. # of reforms and accountability framework established	Puntland Parliament & Ministry of Justice	In 2025, the monthly budget allocation for the justice sector including custodial corps but excluded the human rights commission, was \$460,064, totaling \$5,520,768 annually.	Conducted comprehensive functional reform and reform to justice sector. Increased budget allocation to justices' sector by 20%	\$33,124,620
Intervention 7: Enhance the mandate and capacity of the forensics, legal aid providers, and human rights defenders through targeted training, technical, and budget support to ensure fair, timely, and credible justice and uphold human rights and the rule of law.	% increase in budget allocations to these institutions.	Ministry of justice & Forensic Lab	In 2025, their total budget allocations were \$21,312, totaling \$255,744.	Budget allocations increased by 50%	\$1,918,080
Intervention 8: Institutionalizing regular justice sector stakeholder coordination through quarterly review meetings to enhance collaboration, information sharing, and decision-making.	# of regular coordination meetings held among justice sector stakeholders.	Ministry of justice	Sectoral coordination and working groups meetings are held on ad hoc basis with inconsistent scheduling.	Sectoral technical working group coordination meetings conducted on quarterly basis. Sectoral progress review and annual planning stakeholder consultation meetings conducted annually.	\$75,000
Intervention 9: Finalize and enact the Female Genital Mutilation (FGM) Bill, accompanied by an awareness campaign reaching at least 5,000 community members.	FGM Bill approved, finalised and enacted by the legislative body. # of people and community settlements reached by awareness campaigns.	MOWDAFA AND MOJCRAR	FGM Bill finalized but not enacted by the legislative body. Extensive awareness campaigns were conducted	FGM Bill approved by legislative house Awareness campaigns reached 5,000 community members in rural, nomadic and IDP communities through broadcasting and orientation workshops	\$200,000
Intervention 10: Reviewed and enhanced the Implementation of Sexual offence and Juvenile Justice act	Increase in number of social and juvenile cases handled through formal justice system.	Ministry Women Development and Family Affairs & Ministry of Justice	Currently, most of the sexual and juvenile cases are not reported and usually handled in the traditional mechanisms.	By 2028, ensure at least 50% of sexual and juvenile cases are handled through the formal justice system.	\$75,000

Output 1.2 Justice sector capacity is reinforced through professional training and a digital case management system and infrastructure.

<p>Intervention 1: Establish a Judiciary Training Institute delivering at least quarterly training sessions to the staff of the justice sector</p>	<p>Existence of a functional judiciary training institute. # of annual trainings it delivered annual.</p>	<p>Ministry of Justice</p>	<p>Currently, there is not a judiciary training institute.</p>	<p>-Functional judiciary training institute established. -At least 5 training programmed on critical judiciary process and procedures topics delivered</p>	<p>\$350,000</p>
<p>Intervention 2: Develop and pilot a referral framework to enable seamless case transfers between formal, traditional, and informal justice systems.</p>	<p>-Existence of an officially approved referral framework. -increase in # of cases successfully transferred between various justice system structures using the framework</p>	<p>Ministry of Justice</p>	<p>No formal referral framework exists to facilitate case transfers between formal, traditional, religious justice systems.</p>	<p>By 2027, referral framework piloted in 3 regions, ensuring all selected cases are successfully transferred between justice systems. By 2029, the referral framework officially adopted and institutionalized.</p>	<p>\$200,000</p>
<p>Intervention 3: Develop and implement codes of conduct, and performance management systems for judges, prosecutors, law enforcement, court staff and to improve professionalism and accountability.</p>	<p>-Existence of officially approved codes of conduct. -Establishment of Justice sector performance management system. # of personnel evaluated through the performance management system</p>	<p>Ministry of Justice</p>	<p>Only 20% of the required system capacity for fully functional codes of conduct and performance systems exists for judiciary and law enforcement personnel.</p>	<p>By end of 2027, fully functional codes of conduct and performance systems established for 100% of judiciary and law enforcement personnel.</p>	<p>\$150,000</p>
<p>Intervention 4: Ensure reliable access to electricity, water, and other essential utilities across judiciary and correctional facilities with established maintenance scheme.</p>	<p># of judiciary and correctional facilities with functional WASH and energy systems supported by financing and maintenance plans.</p>	<p>Ministry of Justice</p>	<p>50% judiciary and correctional facilities have no established maintenance and financing schemes for WASH and electricity utilities.</p>	<p>At least 100% of sectoral facilities have functional WASH and energy systems with financing and maintenance plans in place.</p>	<p>\$1,000,000</p>
<p>Intervention 5: Establishing separate juvenile facilities and procedures statewide, ensuring compliance with child-friendly protocols and rehabilitation mechanisms.</p>	<p># of districts with separate juvenile trail facilities across Puntland.</p>	<p>Ministry of Justice</p>	<p>Garowe, Bosaso, Galkacyo, Qardho, Badhan and Dhahar districts have now established juvenile facilities.</p>	<p>Additional 20 districts level courts will be incorporated separate, dedicated juvenile facilities.</p>	<p>\$300,000</p>
<p>Intervention 6: Integrate gender-sensitive policies and practices across justice institutions, including multi-disciplinary task force to monitor and report gender-responsive case handling, recruitment, and capacity building.</p>	<p>Existence of multi-disciplinary task forces established to monitor gender-responsive practices.</p>	<p>Ministry Women Development and Family Affairs, & Ministry of Justice</p>	<p>About 40% of Justice institutions lack fully integrated gender-sensitive policies and have no dedicated mechanisms to monitor gender-responsive practices.</p>	<p>Implement gender-sensitive policies in 100% of justice institutions and establish task forces in all institutions to monitor and report on gender-responsive practices.</p>	<p>\$250,000</p>
<p>Intervention 7: Train and deploy 100 community paralegals across Puntland to support legal aid, mediation, and referrals, ensuring coverage in all districts.</p>	<p># of community paralegals trained and deployed across all districts in Puntland to provide legal aid, mediation, and referrals.</p>	<p>Ministry of Justice</p>	<p>Trained community paralegal mechanisms are not functional now.</p>	<p>Trained 50 community paralegals and distributed into 25 districts.</p>	<p>\$1,200,000</p>

Intervention 8: Strengthen coordination, monitoring, and evidence-based planning among MOJRAR, MOWDAFA, and OPHRD to enhance the protection and promotion of women's and children's rights.	# of annual coordination, joint monitoring visits, evaluations, co-planning meetings conducted.	Ministry of Justice & Ministry Women Development and Family Affairs	No systematic or integrated coordination framework exist, and engagement are conducted on an ad hoc basis	Establish a formal integrated coordination framework and conduct quarterly technical coordination meetings and semi-annual joint monitoring missions.	\$200,000
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Output 1.3 Access to justice is expanded across all districts through innovative approaches, restorative justice practices, and improved reporting mechanisms.

Intervention 1: Appoint judges and registrars in 20 districts, prioritizing areas with established local councils and ensure courts are operational and serving communities.	# of districts with officially appointed judges and registrars	Ministry of Justice	50% of districts currently lack appointed judges and registrars.	Appoint qualified judges and registrar to 10 districts across the state.	\$1,800,000
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Intervention 2: Reintroduce mobile courts in at least 10 districts with the city council elected, conducting monthly missions for underserved communities.	# of mobile courts established.	Ministry of Justice	All level C districts lack district level court and mobile courts were not functional recently	5 mobile courts established to conduct monthly trial sessions across 10 districts	\$900,000
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Intervention 3: Implement integrated and digitalized systems to streamline court and administrative procedures, case management, and records to enhance efficiency and transparency in the justice system.	Existence of an established digital system for managing and recording court cases procedural and information.	Ministry of Justice	No digital system currently exists for managing court procedures and case information.	Established and functional digital system for managing court procedures and case information.	\$100,000
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Intervention 4: Expand Alternative Dispute Resolution mechanisms to three new locations, equipping each with technical support and resources.	# of new locations where, Alternative Dispute Resolution (ADR) mechanisms have been established or expanded.	Ministry of Justice & Ministry of Interior	ADR mechanism currently exists in Garowe, Bosaso, Galkacyo, Qardho and Qarxis,	ADR mechanisms expanded to 15 additional locations, with the required technical and resource support.	\$800,000
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Intervention 5: Launch restorative justice initiatives and train 100 mediators in 15 districts, particularly conflict prone areas.	# of mediators trained in restorative justice practices across 15 districts.	Ministry of Justice & Ministry of Interior	Mediators exist across all district, but only a very few numbers of the mediators are formally trained.	Restorative justice practices launched and 100 mediators trained and deployed across 15 districts.	\$200,000
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Intervention 6: Provide free legal aid services with clear eligibility criteria, ensuring coverage in all districts.	# of districts where free legal aid services are provided.	Ministry of Justice	Free legal aid services accessibility is very limited and inconsistent	Free legal aid services in at least 10 rural and IDP hosted districts.	\$300,000
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Intervention 7: Introduce a pro bono system within the Puntland Bar Association, training 50 lawyers and formalizing procedures for pro bono legal aid delivery.	# of lawyers trained to provide pro bono legal aid through the Puntland Bar Association.	Ministry of Justice	Only a limited number of lawyers provide pro-bono legal aid services.	Pro bono legal aid procedures introduced and formalised. 50 lawyers trained by the Puntland Bar Association.	\$200,000
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Intervention 8: Empower the Puntland Higher Judiciary Council to actively inspect and monitor courts, police stations, correctional facilities, and other justice institutions, ensuring compliance, monitor accountability, and improved service quality.	# of inspection missions conducted by the Puntland Higher Judiciary Council	Ministry of Justice	Inspections and monitoring mission by the Puntland higher Judiciary Council are conducted inconsistently and lack a systematic approach.	Systematic quarterly inspection and monitoring missions conducted by the Puntland Higher Judiciary Council.	\$350,000
Intervention 9: Ensure people with disabilities have access to justice buildings, sign language and reading equipment facilities.	# of people with disabilities utilizing justice services with provided accommodations.	Ministry of Justice	Majority of Justice facilities lack accessibility features and sign language or reading assistance resources for people with disabilities are largely unavailable.	Sign language support and reading assistance services available in all major courts. Ensure 100% of newly constructed public buildings comply with disability-friendly standards	\$150,000

Output 1.4 Prison conditions and human rights protections are improved to strengthen correctional systems and safeguard vulnerable groups.

Intervention 1: Review and update custody, parole, and probation rules, publishing revised guidelines and disseminate to stakeholders.	Revised and updated guidelines published and disseminated to relevant stakeholders.	Ministry of Justice	Currently existed custody, parole and probation guideline are outdated, not standardized, nor widely disseminated	Custody, parole, and probation guidelines reviewed, updated and disseminated to all justice institutions.	\$30,000
Intervention 2: Construct, upgrade, and standardize courts, prisons, and correctional facilities to improve accessibility, security, and service delivery.	# of courts, prisons, and correctional facilities constructed, upgraded, or standardized to meet accessibility, security, and service delivery standards.	Ministry of Justice	Only 2 out of 5 prisons meet established standards; over 50% of districts lack courts, and existing justice facilities are inadequate, poorly maintained, or in disrepair.	New prison in Galkayo constructed. Bosaso and Qardho prisons upgraded to meet minimum standards; courts established in 20 districts. Existing justice facilities rehabilitated to ensure adequate and well-maintained infrastructure.	\$4,000,000
Intervention 3: Establish separate women's prisons in Garowe, Galkacyo, Qardho, and Bosaso, with integrated child protection safeguards for children born in prison.	# of separate women's prisons established in Garowe, Galkacyo, Gardo, and Bosaso.	Ministry of Justice & Ministry Women Development and Family Affairs	There is no separate women's prison that meets minimum standard requirements.	Separate women's prisons constructed in Garowe, Galkacyo, Qardho, Badhan and Bosaso, with integrated child protection safeguards	\$2,500,000
Intervention 4: Introduce rehabilitation programs and Psycho-social counseling services in all correctional facilities,	# of correctional facilities offering rehabilitation programs.	Ministry of Justice	Only Garowe correctional facility offers relatively functional and regular rehabilitation programs.	Garowe, Galkacyo, Bosaso, Badhan and Qardho offer comprehensive rehabilitation programs consistently.	\$1,800,000
Intervention 5: Establish temporary rehabilitation centres for children in conflict with the law.	# of temporary rehabilitation centers established and operational	Ministry Women Development and Family Affairs	Currently, there is one Temporary Rehabilitation Center in Garowe	Two additional Temporary Rehabilitation Centers are established in Bosaso and Galkacyo	\$600,000

Output 1.5 Religious authorities play a greater role in combating extremism, addressing social issues and promoting unity, tolerance and moral values.

Intervention 1: Organize quarterly community sensitization sessions on integrity, good conduct, and responsible use of social media, warning drug use and impact using Islamic principles and peace curricula.	# of community sensitization sessions conducted annually.	Ministry of Justice	Community sensitization activities are irregular, uncoordinated and lack a defined thematic focus and structured schedule.	Conduct quarterly community sensitization campaigns led by religious and cultural pioneers, each with a defined thematic focus and broadcast nationwide.	\$160,000
Intervention 2: Organize periodic religious lectures and public dialogues to promote unity, tolerance, social cohesion, positive moral values, anti-corruption, transparency, and accountability through religious teachings, community awareness programs, and cultural events.	# of periodic Nadwah lectures organised and conducted. Public dialogues, and community awareness events organized periodically by religious and intellectual leaders.	Ministry of Justice	Nadwah lecturers are conducted irregularly and on an ad hoc schedule, with limited coordination with public sector. Public moral values and cultural identities are significantly eroding	By 2026, Nadwah lectures conducted biannually, with coordinated planning alongside the public sector to promote public accountability and moral values and strengthen cultural identities.	\$150,000
Intervention 3: Reinvigorate and expand religious learning circles in mosques, universities, schools to strengthen moral education, preserve social values, and promote unity and righteousness.	# of religious learning circles established or expanded in mosques, universities, and schools.	Ministry of Justice	Religious learning mosque circles have significantly declined, leading to a gradual decrease in public knowledge of religious teachings, particularly young generation.	Reinvigorate religious learning mosque circles across all districts and establish, provision of scholarships, promotion and honoring platforms for young Culima'a.	\$300,000
Intervention 4: Pilot a Zakat-based or similar payment collection system, securing stakeholder consensus and implementing it in at least three major districts	# of districts where a Zakat-based or similar payment collection system is piloted (target: at least three districts).	Ministry of Justice	There is no systematic formal Zakawat management fund, and Zakawat	Establish a Zakat Fund by piloting company-based Zakat collection mechanisms.	\$500,000
Intervention 5: Create and operationalize a Waqf (endowments) register and register the first 50 endowments to support orphans, children in need, widows, and the elderly.	Existence of an operational Waqf register. # of endowments registered in the system (target: first 50 endowments).	Ministry of Justice	No formal Waqf register exists, and endowments for social support are unrecorded and unmanaged.	Waqf (endowments) register created and the first 50 endowments registered.	\$500,000

Total Budget in Outcome 1 = \$55,918,700

Outcome 2: Improved Human Rights Protection and Promotion and Safeguarding Fundamental Freedoms International Principles

Output 2.1 Mainstreaming human rights norms and access to justice in all institutional reforms while promoting human rights protection

Intervention 1: Develop and integrate human rights training modules into public sector institutional reforms programs.	# of human rights training modules developed. # of human rights training modules integrated into public sector reform	Ministry of Justice & Office of Human rights defense	Human rights integrated modules does not exist.	· All the reform programme has human rights component · Public sector staff trained human rights · At least 2500 public sector workers/leaders trained human rights principles	\$250,000
Intervention 2: ColLabourate with government ministries to review and align their policies with human rights treaties and Puntland Constitution guarantees.	# of policies developed that is integrated with human rights principles & treaties	Ministry of Justice; Office of Human rights defense	Such alignment does not exist	· All the state level policies developed from the 2026 onward must be aligned with the constitutional principles and international treaties	\$120,000
Intervention 3: Establish rights-based monitoring frameworks within institutions to track reform implementation.	Specific monitoring framework in place for monitoring reform # of Working tools trained on the workers. # of Reports issued	Ministry of Justice; Office of Human rights defense	General monitoring system in place	· All reform programs monitored for alignment with human rights principles and practices.	\$250,000
Intervention 4: Develop & Launch human rights tailored awareness campaigns for vulnerable groups including women, children, persons with disabilities, minorities, refugees, and IDPs.	#of awareness campaigns launched #of specific groups participated in the awareness programme · Campaign report · Impacts observed or reported	Ministry of Justice; Ministry of women Dev't and Family Affairs & Office of Human rights defense	Strengthen and increase existing campaigns	10 (Biannual) campaigns conducted in the next 5 years focused civilians' education on human rights and fundamental principles.	\$300,000
Intervention 5: Strengthen multi-sectoral collaboration for protective services addressing violence, discrimination, and exploitation of vulnerable groups.	· Affirmative action and antidiscrimination mechanism in place · Taskforce created monitor and follow up protective measures in place · # of complaints resolved	Ministry of women Dev't and Family Affairs	Does not exist such mechanism or framework	Equity and equality created through combating discriminative actions and violence both in work places and through community. Equal rights, equal opportunities based on rule of law.	\$75,000

Output 2.2 Improved access to complaint mechanism and strengthen human rights oversight role.

Intervention 1: Establish human rights complaint desks and hotlines accessible in all regions, with a focus on confidentiality and protection.	# of complaints received and cases registered Level of trust on system by the public	Office of Human rights defense	Strengthen and expand current existing one center in Garowe	36 complaint officials/desks stationed in 36 districts with elected councils. Annual report issued on the operation of the hotline and complaint mechanism	\$540,000
Intervention 2: Train community paralegals and local leaders on complaint referral mechanisms and protection of complainants.	#of training conducted #of referral mechanism developed #complaint mechanism in place	Ministry of Justice;	Ad hoc training based on budget availability	Working interagency and community complaint referral achieved in all the 36 districts of Puntland. Conduct regular outreach programs in remote and underserved areas to inform about complaint channels and encourage usage.	\$150,000

Intervention 3: Strengthen regular human rights monitoring in the Prisons, police station, local Authority, judiciary, detention centers and IDPs camps.	#of monitoring missions conducted #of reports produced #of complaints/cases registered	Office of Human rights defense	Strengthen current exiting and increased number of visits into quarterly	Human rights defender office distinctively conducts quarterly monitoring missions and improves the oversight system in place	\$200,000
Intervention 4: Facilitate cooperation and information sharing meetings between OPHRD and oversight institutions such as the judiciary, and parliamentary human rights committees.	#of coordination and information sharing meetings held #of cases worked out together	Ministry of Justice;	Strengthen and modify existing coordination meetings	Hold 20 meetings to achieve cooperation between all oversight institutions, particularly human rights information sharing, referrals, case updates and goodwill office pressure.	\$75,000

Total Budget in Outcome 2 = \$1,960,000

Outcome 3: Inclusive and effective conflict prevention mechanisms that complement the efforts of state institutions in resolving disputes and promoting social cohesion.

Output 3.1	Indicators	Responsible agency	Baseline	Target Timeline: 2026-2030	Budget
Output 3.1 Initiatives to address key drivers of conflict such as equitable distribution of resources, land management and youth direction.					
Intervention 1: Develop Puntland State Reconciliation Strategy through broad consultative approach.	# of consultation workshops held and participants disaggregated by gender, age, role. Existence of an endorsed State Reconciliation Strategy	MOI MOJ MOS	Currently, there is no functional reconciliation strategy	4 consultations and validations conducted in Sanaag, Bari, Sanaag, Nugaal and Mudug regions 100% Final strategy document produced, approved and disseminated by 2026,	\$40,000
Intervention 2: Develop Integrated Conflict Resolution Mechanisms framework (traditional, Islamic, modern and Insider Mediation)	# of guidelines/manuals developed # of consultations conducted Existence of conflict resolution framework	MOI MOJ MOS	Official conflict resolution mechanisms framework doesn't exist	Adapted multi-stakeholder comprehensive consultation approach Disseminated an approved Integrated Conflict Resolution Mechanisms framework.	\$25,000
Intervention 3: Strengthened political, inter-clan, and inter-state conflicts Mediation efforts.	# of inter-clan mediations conducted and conflicts resolved. # of inter-clan mediation agreements converted into legally binding and enforceable agreements.	MOI MOJ MOS	The Ministry of Interior incessantly mediates inter-clan conflicts, but limited resources, weak institutions, and widespread arms possession cause recurring disputes.	-Establishing sustainable solutions to the recurrent inter-clan conflicts in Mudug, Sanaag, and Bari -Institutionalize enforceable mechanisms to convert all inter-clan mediation agreements into legally binding instruments	\$500,000
Intervention 4: Establish early warning and early action mechanism for detecting and preventing inter-clan conflicts, including trained informants and established reporting channels.	#of districts with functional early warning and early action mechanisms, including active community informants. # of inter-clan conflicts incidents prevented through early warning early action interventions	MOI MOJ MOS	Early warning mechanism doesn't exist.	Developed community-based conflict monitoring and reporting mechanisms, Establish an inter-clan conflict monitoring task force Conduct monthly assessments of high-risk zones and coordinates early action planning.	\$700,000

Output 3.2 Community-based conflict resolution committees are established and linked to formal institutions

Intervention 1: Establish Broad-based peace forums on importance of peace and inclusion	# of peace and inclusion forums conducted Community reached on peace education	MOI MOJ MOS	PDRC Annual Peace Conference, and Galkacyo Peace and inclusion forum currently exist.	PDRC annual peace conference sustained. Galkacyo annual peace conferences regularly conducted. Introduce Bosaso & Qardho peace conference.	\$800,000
Intervention 2: Expand community campaigns, media sensitization and peace preaching broadcasts	# of community peace campaigns conducted annually. # of peace preaching broadcasts aired through media platforms.	MOI MOJ MOS	Community peace campaigns and peace preaching broadcast re conducted reactively and on an event-based basis, lacking regular planning and coordination.	-5 peace and reconciliation campaigns conducted annually across high-risk identified districts and settlements. -Quarterly peace preaching and success stories broadcasted through Puntland State Tv, local radios and social media.	\$250,000
Intervention 3: Strengthen peace infrastructures and establish district and community level natural resource (water, land) dispute mediation management committees	# of functional district and community-level natural resource dispute mediation committees established.	MOI MOJ MOS	No formal or functional natural resource dispute mediation committees exist at rural & nomad communities.	10 functional district and community-level natural resource dispute mediation committees established at high-risk conflict mapped zones.	\$600,000
Intervention 4: Strengthen collaboration between government authorities and clan traditional leaders to strengthen governance and stability.	# of structured mechanisms for government-clan cooperation established, as evidenced by active joint committees, signed frameworks, and facilitated dialogues.	MOI MOJ MOS	Traditional leader–government coordination is ad hoc and not based on a structured framework.	Institutionalize an annual peace and cohesion summit between Government and traditional leaders (Isimo)	\$500,000

Output 3.3 Traditional dispute resolution mechanisms are modernized and harmonized with formal justice system (Incorporate with conflict resolution)

Intervention 1: Train traditional elders on justice system principles, enforceability mechanisms, and core mediation and negotiation skills to strengthen social trust and inclusivity.	% of traditional elders and community leaders trained with justice and enforceability mechanism and mediation skills.	MOI MOJ MOS	Very limited number of traditional Nabadoons demonstrated religious and conventional justice procedures.	By 2030, 100% of targeted traditional Nabadoons are trained and certified on justice systems, law enforceability mechanism, and conflict resolution mediations skills. 80 Nabadoons annually trained with contextualized materials.	\$125,000
Intervention 2: Conduct regular dialogue platforms between traditional elders, judiciary, and local authorities to strengthen cooperation and understanding.	# of regular dialogue and interaction platforms established.	MOI MOJ MOS	No formal functional dialogue and interaction between the two parties yet established.	Functional dialogue platforms between traditional elders, judiciary, and local authorities established at regional level. Regular dialogue and coordination between traditional elders, judiciary, and local authorities conducted at regional level annually.	\$200,000
Intervention 3: Monitor and evaluate outcomes of harmonized dispute resolution practices to ensure fairness, inclusivity, and sustainability.	% increase in the number of cases referred to official justice sector. % of traditional dispute resolution cases timely completed and met fairness and inclusive standards.	MOI MOJ MOS	No systematic monitoring and evaluation mechanism exist to assess harmonized dispute resolution outcomes; reviews are ad hoc and undocumented.	Conduct semi-annual joint reviews between formal and traditional justice institutions, across all districts with court. At least 70% of cases meet fairness and inclusivity standards.	\$150,000

Total Budget in Outcome 3 = \$3,890,000

PROPOSED STRATEGIC PRIORITIES AND INTERVENTIONS OF SECURITY SUB-PILLAR

Outcome 1: Accountable, efficient and community-responsive security institutions that ensure public safety, uphold the rule of law, and foster trust between citizens and law enforcement

Output	Indicators	Responsible agency	Baseline	Target Timeline: 2026-2030	Budget USDs
Output 1.1 Legal frameworks and policies are reviewed, and institutional capacities are strengthened to enhance the presence and effectiveness of security personnel					
Intervention 1: Develop and enact key security laws, including the Firearms and Ammunition Law, Private Security Companies Law, Puntland Military Court Law, and Puntland Police Law, to strengthen the legal framework governing security institutions.	# of laws (Firearms, Private Security Companies, Military Court, Police Law) reviewed and enacted. # of security institutions operating under updated legal frameworks.	Ministry of Security	Firearms and ammunition regulations, private security company laws, military court frameworks, and police legislation are currently non-existent.	Developed, enacted laws including: Firearms and Ammunition Law Private Security Companies Law Puntland Military Court Law Puntland Police Law Puntland Disarmament Law. Anti-Human Trafficking Law and Puntland Disarmament Law reviewed and updated.	\$70,000
Intervention 2: Formulate and implement the Firearms and Ammunition Policy and the Private Security Companies Policy to strengthen regulation and oversight of security operations.	#of security policies drafted, validated, and implemented. #of private security companies licensed under new policies	Ministry of Security	Regulatory frameworks and oversight mechanisms for firearms, ammunition, and private security companies are not yet established.	Formulated and implemented: Firearms and Ammunition Policy and Private Security Companies Policy	\$20,000
Intervention 3: Develop and implement key strategic frameworks, including the Ministry of Security 5-Year Strategic Plan, Security Sector Reform Strategy, and Security Forces Reform Strategy, to guide the modernization and effectiveness of Puntland’s security institutions.	#of strategic frameworks completed and approved.	Ministry of Security	Ministry of Security 5-Year Strategic Plan 2020-2024 ended.	Developed and implemented: Ministry of Security 5-Year Strategic Plan Security Sector Reform Strategy.	\$20,000
Intervention 4: Upgrade and modernize security personnel power machine equipment and technological systems to enhance counter terrorism operational efficiency.	#of ICT systems/equipment procured and deployed. #of arms and ammunition procured and deployed	Ministry of Security		Upgraded machine power and modernized technology adaptation in sector operations.	\$5,000,000
Intervention 5: Expand security sector physical infrastructure by the construction of new police stations, rehabilitation of existing police stations, military academies and operational premises.	# of new/rehabilitated police stations and storage facilities completed. # of regional offices with functional facilities.	Ministry of Security	Majority of Security sector infrastructure is either dilapidated or inadequate—15 districts lack police stations, and only 3 of the 5 existing prisons meet minimum operational standards.	10 police stations constructed or rehabilitated. Storage facilities for Carmo and 54aad military academies constructed. Ministry of Security and DDR Headquarters and 3 regional offices refurbished.	\$1,200,000
Intervention 6: Establish and operationalize an integrated digital security information system, including biometric crime records, to enhance case management, security clearance, incident reporting, communication, and overall operational efficiency.	Existence of biometric crime records and digital case management system # of users trained and actively using the system	Ministry of Security	Digital adaptation is limited in security sector	Establish an integrated biometric-based digital security information system.	\$200,000

Output 1.2 Capacities of security sector personnel were enhanced, including training on human rights and gender sensitivity, and human resource management was improved to support a merit-based approach.

<p>Intervention 1: Strengthen the rights and benefit, services and logistics framework for security forces personnel through timely disbursement of benefits, improved services conditions and institutionalized morale support mechanisms.</p>	<p>% of security personnel receiving benefits on time. # of services for security personnel improved.</p>	<p>Ministry of Security</p>	<p>The annual budget allocation for the security sector personnel benefit rights, services and logistics including police, Darawish in 2025 was \$49,567,040.</p>	<p>20% increase in the benefit rights and logistical rights of the security sector personnel. Security forces personnel monthly rights and benefits are released timely.</p>	<p>\$297,402,240</p>
<p>Intervention 2: Provide specialized training for police and security personnel on standard operating procedures, use of force, policing standards, criminal investigation and human rights protection.</p>	<p># of specialized training modules conducted annually # of trained officers applying SOPs in daily operations</p>	<p>Ministry of Security</p>	<p>There is limited or no structured training program on standard operating procedures, use of force, and human rights for police and security personnel.</p>	<p>Train at least 2,000 police and security officers across all regions on the new operational and human rights standards</p>	<p>\$200,000</p>
<p>Intervention 3: Develop and implement merit-based recruitment, promotion and ranking policy for security personnel.</p>	<p># of security institutions implementing the merit-based recruitment, promotion and ranking policy</p>	<p>Ministry of Security</p>	<p>Personnel appointments and promotions are largely ad hoc and not guided by clear professional criteria or performance standards</p>	<p>-Merit-based recruitment, promotion and ranking policy for security personnel developed and implemented. -Security personnel recruitment, promotion and ranking guidelines and frameworks formulated.</p>	<p>\$40,000</p>
<p>Intervention 4: Offer institutional planning and strategic thinking capacity building for commanders and technical units to improve operational effectiveness and strategic planning.</p>	<p>#of commanders/technical units trained in operational planning</p>	<p>Ministry of Security</p>	<p>Experienced commanders are retired or deceased, with few active officers and limited new leadership capacity</p>	<p>100 new military officers sent for advanced military training courses, scholarship and leadership programmes to strengthen strategic thinking and institutional capacity</p>	<p>\$500,000</p>
<p>Intervention 5: Recruit female police and criminal investigation officers, focused women, children and people with disability cases to ensure their safety and security.</p>	<p># of female police/CI officers recruited annually # of women in specialized units (gender/children/disability desks)</p>	<p>Ministry of Security & Ministry Women Development and Family Affairs.</p>	<p>The security sector currently has very few female officers dedicated to cases involving women, children and people with special needs</p>	<p>By 2027, at least 100 female officers specialised in handling cases involving women, children and persons with special needs recruited and deployed</p>	<p>\$1,440,000</p>
<p>Intervention 6: Establish state building and state officers police protection units highly trained, disciplined and professional distributed accordingly between the executive, legislative and judiciary branch of the state.</p>	<p>Existence of training in a special police protection unit. # of specialized police protection units created and deployed</p>	<p>Ministry of Security</p>	<p>security personnel protecting government institutions and officials are mostly untrained, not registered and recruited through non-professional process.</p>	<p>Established and operationalized special police unit responsible for the protection of government institutions and officials. 500 special police units for the protection of gov't institutions and officials trained.</p>	<p>\$50,000</p>

Output 1.3 Police and security sector accountability are strengthened through improved oversight and public complaint mechanisms, while community policing models are expanded at the local level to restore public trust.

Intervention 1: Launch police internal oversight mechanism to monitor police and security operations and for transparency, accountability and public trust building.	Existence of functioning internal oversight unit # of internal audits/investigations conducted annually	Ministry of Security	There is no functional internal oversight unit and there are not well structured and systematic oversights.	Functional internal oversight unit established and conducting systematic oversights and investigations semi-annually.	\$70,000
Intervention 2: Replicate community policing programs across Puntland police stations and establish Local Level Police Boards (LLPBs).	# of police stations implementing community policing # of Local Level Police Boards established and active	Ministry of Security	Community policing programs existed but were not fully integrated with the police apparatus. LLPBs don't exist now	36 district level LLPBs established and operationalised. By 2027, community policing programmes fully integrated into the Puntland Police Force structure and operational framework across all regions.	80,000
Intervention 3: Launch joint annual external oversight monitoring of police stations by police leadership, human rights offices, parliamentary committees, media, and civil society.	# of joint oversight visits conducted per year # of recommendations acted upon within 6 months	Human rights defense commission	No establish systematic external oversight monitoring of police stations.	Systematic joint annual external oversight monitoring of police stations conducted.	\$40,000
Intervention 4: Publish quarterly and annual reports on police performance, challenges, achievements, and plans.	# of reports published and disseminated annually # of stakeholders accessing published reports	Ministry of Security	No regular quarterly or annual police reports and bulletins now.	Publish quarterly and annual performance reports of the Puntland Police Force Central Command on a regular basis.	\$16,000
Intervention 5: Implement accessible, transparent, and responsive channels for reporting misconduct or abuse.	# of misconduct complaints received and resolved and Average time taken to resolve cases	Ministry of Security & Human rights defense commission	There is no accessible functional misconduct and abuse report mechanism.	Establish systematic functional accessible, transparent, and responsive channels for reporting misconduct or abuse	\$10,000
Intervention 6: Educate communities on police and community relationships and responsibilities, and use of complaint mechanisms through radio and television campaigns to strengthen public trust and accountability.	# of security awareness building campaigns broadcasted on PL-State TV per year	Ministry of Security	There is no well-structured community awareness broadcast on TV regularly.	Broadcast at least 12 awareness campaigns annually through Puntland State TV	\$15,000

Output 1.4 Initiatives to address key drivers of violence, such as violent extremism, trafficking, piracy, arms proliferation and climate-related conflicts are strengthened alongside Demining and Disarmament, Demobilization, and Reintegration (DDR) efforts.

Intervention 1: Develop and enact key counter-terrorism laws, including the Anti-Terrorism Law and PISA Law, and establish an Anti-Terrorism Unit to prevent, detect, and respond to terrorism threats.	# of counter-terrorism laws enacted and established operational Anti-Terrorism Unit	Ministry of Security	10%	Developed and enacted key counter-terrorism law PISA establishment law Anti-Terrorism Unit	\$15,000
Intervention 2: Strengthen maritime security by institutionalizing the Puntland Maritime Police Force and training the Coastline Unit to combat terrorism, piracy, illegal fishing and other maritime threats.	# of coastline operations conducted annually % reduction in piracy/illegal fishing incidents reported	Ministry of Security	Puntland's waters experience a high level of illegal, unreported, and unregulated (IUU) fishing.	Equip the Puntland Maritime Police Force with 10 additional faster boats to expand patrolling operations to cover the entire exclusive economic zone	\$300,000
Intervention 3: Combat human trafficking by functionalize border police check points and establishing refugee centers in Galdogob, Bur Salah, and Buuhoodle to protect victims and provide essential services.	# of trafficking cases prosecuted # of functional refugee centers providing services	Ministry of Security	Migration to and from Puntland is high	Establish police checkpoints at borders and refuge centers in Galdogob, Bur-Salah and Buuhoodle.	\$150,000
Intervention 4: Implement DDR programs, including establishing two rehabilitation centers to provide psychosocial and livelihood support for former combatants.	# of rehabilitation centers built # of ex-combatants enrolled in DDR and reintegrated	Ministry of Security	Standardized rehabilitation centers are very limited and operationally constrained.	Established and operationalized two well designed rehabilitation centers. Enrolled and rehabilitated 250 ex-combatants in total. Cost ((\$800,000 for the buildings and \$1,200,000 for the running cost in the upcoming 5 years)	\$2,000,000
Intervention 5: Promote mine clearance and safe resettlement by forming mine clearance teams, conducting mine surveys in Bari and Sanaag, and resettling communities on cleared land,	# of minefields cleared and certified safe.	Ministry of Security	Counter-terrorism affected areas in Bari and Sanaag remain contaminated with landmines, with minimal clearance efforts to date.	By 2030, clear and certify 80% of landmine-suspected areas, particularly in El-Miskat and El-Madow, where counter-terrorism operations were conducted.	\$800,000
Intervention 6: Implement targeted programs addressing cross border drug smuggling, extremism, trafficking, piracy, and arms proliferation.	# of specialized cross border crime unit stations established and operationalized. # of cross border crime cases (drug smuggling, human trafficking etc. captured and reported monthly	Ministry of Security	Currently, there are no regular cross-border crime police units, systematic border patrolling operations are not conducted	Establish and specialized cross-border crime units to combat drug smuggling, terrorism, and human trafficking. Conduct regular border patrolling operations	\$1,000,000
Intervention 7: Implement trust-building and stakeholder engagement initiatives to lay the groundwork for the long-term nationalization and regulation of heavy civilian-owned arms.	# of community and stakeholder engagement forums held on civilian arms. # of community trust-building policies and regulations proposed, and heavy arms nationalization protocols and mechanisms developed.	Ministry of Security & Ministry of Interior	Heavy civilian-owned arms are largely unregulated, and there is limited trust and engagement between communities, authorities, and stakeholders on arms management.	Establish an inclusive stakeholder consultation platform and conduct semi-annual broad stakeholder consultations. By 2027, propose at least 3 community trust-building policies and develop 2 heavy arms nationalization protocols and mechanisms.	\$200,000

Total Budget in Outcome 1 = \$310,838,240

Total Budget in Pillar #2 = \$372,606,940

ANNEX 3: PILLAR 3 RESULT MATRIX

Impact (Long-Term Goal): Inclusive, resilient, and diversified economic growth in Puntland which promotes employment, reduces poverty, and integrates the state into regional and global markets.

PROPOSED STRATEGIC PRIORITIES AND INTERVENTIONS OF PRODUCTIVE SECTOR SUB-PILLAR

Outcome 1: Improved Institutional, Policy and Regulatory Frameworks for Agricultural Transformation

	Key performance Indicators	Responsible agency	Baseline	Target (2026-2030)	Budget
Output 1.1 Harmonized and upgraded productive sector governance, license and surveillance policies and regulatory frameworks to support quality control, trade, and standards compliance.					
Intervention 1: Review, harmonize and update existing laws and regulations to ensure alignment with trade standards, quality control and licensing requirements.	# of laws and regulations reviewed and updated in line with trade standards and quality control.	Ministry of agriculture	Agriculture policy	Developing irrigation policy, Pesticide, fertilizer policy and seed policy, and Cooperatives law & regulations.	\$105,000
		Ministry of Fisheries, Marine (MoFMR)	0	Review and update at least two fisheries and marine resource laws/regulations aligned with international trade and SPS standards by 2026 and 2027.	\$30,000
		Ministry of Livestock husbandry (MoLH)	Livestock veterinary service policy, Animal health policy, and four additional acts are currently established.	<ul style="list-style-type: none"> Livestock export regulations and promotion policy framework Puntland Agro-Pastoral and Rural Settlements Development policy Puntland Quarantine Act Veterinary Drug Control Act Animal Feed Act Animal Welfare Act 	85,000
		Ministry of commerce, Investment and Industrialization (MoCII)	Quality control Act Puntland trade and commerce act Investment law	<ul style="list-style-type: none"> Develop Companies Law Industrial Law Review and update Puntland trade and commerce act Review and update quality control act Harmonize and implement the Standards and Quality Assurance, Accreditation, and Metrology (SQAM) Policy by 2026-2027. 	\$75,000
Intervention 2: Development of relevant policies and regulations for food security and compliance measures (sanitary and phytosanitary) to align best standards	# of food security, sanitary and phytosanitary (SPS), and medical quality standards policies developed and adopted.	MoLH & PQCD	0	Livestock products safety standards policy guideline formulated.	\$15,000
		MoFMR & PQCD	0	Fish Products Quality and Safety standards developed.	\$15,000
		MoAg & PQCD	0	Developing crop quality control standards guideline	\$15,000
		MoH & PQCD		Medical product quality and safety standard guidelines	\$15,000
		MoCII-PQCD	0	Consumer safety protection act	\$30,000
Intervention 3: Enhance skills development develop training programs for quality control compliance inspectors, licensing officers and surveillance staffs	# of trained and certified inspectors, licensing officers, and surveillance staff.	PQCD	0	Trained and certified 80 inspectors from the quality control department and MDAs in 2026-2030 on: <ul style="list-style-type: none"> Food import quality control procedures and risk-based inspection methods. Hazard analysis and critical control points system implementation. Food hygiene and sanitation protocols. Food safety legislation and enforcement procedures. Inspection reporting, documentation, and case handling. Laboratory testing procedures and ethical considerations 	\$120,000

Intervention 4: Establish & institutionalize quality control institutions including PQCD to enforce quality control measures and export promotion	# of standards and regulations developed and enforced by the Bureau of Standards.	Annual progress reports of the bureau standards	No functional quality standards and regulation at now	Establishing and operationalizing the following regulations and standards by 2027: <ul style="list-style-type: none"> • Food Safety and Hygiene Standards, • Export and SPS Compliance Standards, • Industrial and Processing Standards, • Consumer Protection Standards 	\$60,000
Intervention 5: Establish and enhance State level Laboratories for product testing, SPS compliance measures and certification of domestic products	# of Laboratories and standards established	Puntland Bureau Standard	0	The target is to establish 2 state labs and develop all the appropriate standards to enforce Quality control measures.	\$350,000
Intervention 6: Establish digitalized licensing, information management and monitoring systems to improve transparency, efficiency, and accountability in the governance of productive sectors.	# of ministries in the productive sector with a functional digital information management system	Ministries of Livestock, Fisheries and Agriculture	0	Establishment of three information management systems for each of the ministries of livestock, fishery and agriculture.	\$120,000

Output 1.2 Capacity-building for ministries, producer associations, and local governments to deliver and regulate value chain services.

Intervention 1: Strengthen the technical capacity of the Ministry of Livestock in transforming the sector	# of technical staff trained and number of trainings provided	Ministry of livestock	35% of the staff are technically capable and qualified in the field.	<ul style="list-style-type: none"> • Provide at least one customized training on a relevant thematic area subject per quarter. • By 2030, Ministry targets to increase number of specialized courses provided including certified inspectors, value chain development and livestock science 	\$75,000
Intervention 2: Enhance technical capacity of the Ministry of Fisheries	# of staffs trained and certified in sustainable fishing practices	Ministry of fishing	20% of the staff are technically capable	<ul style="list-style-type: none"> • Conducting quarterly training on marine resource, fishing technology and cold chain management provided to local staff. • By 2030, Ministry targets at least 70% of Ministry staff are technically qualified in fishing best practices and technologies. 	\$75,000
Intervention 3: Enhance the capacity of Ministry Agriculture in sectoral eco-systems	Number of trainings provided and certifications	Ministry of agriculture	35% of the staff are technically capable	<ul style="list-style-type: none"> • Provide quarterly training on smart climate farming and irrigation technologies and harvesting practices for local staff. • By 2030, Ministry targets at least 70% of Ministry staff are technically qualified in crop production Knowlagent management, application of best practices and technologies, research and standard systems and procedures 	\$75,000
Intervention 4: Provide targeted training and technical support to respective producer associations and local governments on value chain management, market regulations, product branding, and service delivery.	# of livestock, fish and farm product trader association members and local government staff trained and supported,	Ministry of Livestock	No absolute baselines	350 milk and meat producers are trained in sanitary and phytosanitary standards quarterly.	\$75,000
		Ministry of Agriculture		Two training courses provided to members from crop production associations and farmers annually on climate smart agricultural best practices and technologies	\$75,000
		Ministry of fishery		40% of registered fisheries are trained in sanitary and phytosanitary, cold chain management, and fish preservation protocols.	\$75,000

Output 1.3 Strengthened governance and coordination mechanisms across crop, livestock, and fisheries sub-sectors.

Intervention 1: Strengthen sectoral coordination mechanisms by forming sector working group platforms to harmonize strategic planning, regulations and align local and donor investments with sectoral priorities	# of functional subsector working groups.	Livestock, Fishery and Agriculture	0	Subsector producer associations and private traders are fully engaged and participate in quarterly meetings of their respective sub-sector working groups (3 sub-sectors).	\$120,000
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Total Budget in Outcome 1 = \$1,605,000

Outcome 2: Driving productive sector growth and sustainability

Output 2.1 Enhancing production capacity through strategic investment of agriculture, fishery and livestock resources

Intervention 1: Develop irrigation systems for farming and improve water harvesting infrastructures.	% of farms with enhanced irrigation system & water harvesting infrastructures.	Ministry of Agriculture	20 % of farmers use established irrigation systems.	40% of farms to have improved irrigation systems	\$500,000
Intervention 2: Promote smart agriculture farming through climate resilient agriculture seeds, soil fertility management and mechanization	# of farmers trained in climate-smart agriculture practices.	Ministry of Agriculture	10%	Farmer's use to smart farming will be increased by 25%.	\$100,000
Intervention 3: expand fodder production capacity	# of fodder production sites established.	Ministry of livestock	0	Establishing fodder banks to enhance production facilities per year and ensuring at least 40% of pastoral households have access to improved fodder sources	\$1,500,000
Intervention 4: Improve rangeland management practices.	Number of hectares of rangeland rehabilitated and sustainably managed	Ministry of livestock	0	30%-40% of rangeland land hectares sustainably managed in 3 sites by 2030	\$100,000
Intervention 5: Develop veterinary service capacity and animal health surveillance systems enhances	# of animals access to animal health service surveillance coverage annually	Ministry of Livestock Husbandry	The current surveillance and veterinary services cover 10% of the estimated livestock population.	By 2030, Animal health surveillance and veterinary services will be provided to 30% of livestock population in Puntland.	\$500,000

Output 2.3 Diversification of resources and export promotion capacity development

Intervention 1: Develop economic diversification strategy	Existence of the Economic diversification strategy	Ministry of Planning	0	Puntland Economic diversification strategy formulated by 2026	\$20,000
Intervention 2: Improve institutional capacity for export promotion	Existence of export promotion board	Inter-ministerial task-force	0	Establish export promotion boards/authorities that coordinate producers, private sector, and government actors by 2026.	-
Intervention 3: Develop export promotion strategy	Existence of export promotion strategy	Ministry of Planning	0	Puntland export promotion strategy Put in place in 2027	\$20,000

Intervention 4: support investments in processing industries including meat, dairy, fisheries and agricultural processing industries	#number of credit and financing mechanism created.	Ministry of Commerce	There is no official mechanism for supporting investment financing mechanisms established.	Advocate for the establishment of at least 3 official long-term credit and investment financing mechanisms to promote investment in processing industries including cement, meat and fish, date and frankincense.	\$100,000
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Total Budget in Outcome 2 = \$2,840,000

Outcome 3: Increased Employment, Incomes, and Household Food Security Through Strategic Investment in High-Potential Productive Sectors

Output 3.1 Boosted livestock productivity through expanded veterinary services, animal nutrition programs, and disease control systems, and adaptation of climate-smart pastoral practices.

Intervention 1: Expand veterinary services through laboratories for surveillance across rural and urban areas	# of veterinary clinics and laboratories established or expanded in rural and urban areas	Ministry of livestock	20%	Veterinary services will be expanded up to 50% by 2030. Establish 6 new veterinary clinics and rehabilitate 4 existing veterinary clinics	\$1,000,000
Intervention 2: improve and expand the functions of mobile veterinary clinics in pastoral and rural areas in Puntland	Number of mobile veterinary clinics operational in pastoral and rural areas	Ministry of livestock	9	To establish 5 more mobile clinics by 2030.	\$300,000
Intervention 3: Improve climate resilient grassing systems, and vaccination campaigns	Number of community-based fodder banks established and operational	Ministry of livestock	0	<ul style="list-style-type: none"> Established 10 functional community-based fodder banks. 6M animal will be treated and vaccinated against contagious diseases. 10,000 vulnerable pastoral households will be provided by portable water tanks 	\$3,000,000
Intervention 4: Develop quarantine facilities across trade corridors	Number of quarantine facilities established or upgraded along key trade corridors	Ministry of livestock	Two functional quarantine exists in Bosaso currently and one functional livestock ground hold exists in Qardho.	One ground hold and one additional quarantine facilities established with fully equipped monitoring systems by 2030.	\$3,500,000
Intervention 5: Strengthened livestock extension services through policy development, training and development of digital platforms	Number of trainings held and digital platforms established Policy developed	Ministry of livestock	0	<ul style="list-style-type: none"> The ministry will provide knowledge transfer programs and trainings to extension agents across underserved areas. Establish one digital platform for exchange of information and monitoring by 2030. The ministry will also develop livestock extension service policy. 	\$80,000

Output 3.2 Improved artisanal and small-scale fishing productivity through access to modern gear, safety equipment, improved vessels, and use of sustainable fishing practices.

Intervention 1: Enhance accessibility and provision of modern fishing gear and equipment	number of artisanal fishers equipped with modern gear	Ministry of Fisheries	Majority of fishers have basic or outdated gear	150 artisanal fisheries are equipped with modern fishing technology (30 artisanal fisheries annually).	\$1,200,000
Intervention 2: Invest small scale solar powered cold storage facilities	Number of solar-powered cold storage units installed	Ministry of Fisheries	Only 6 cold storage facilities established	20 new small scale solar-powered cold storage facilities established.	\$200,000
Intervention 3: Support acquisition of motorized and fuel-efficient boats suitable for inshore and offshore fishing.	Number of new boats provided or co-financed	Ministry of Fisheries	12 Small fisheries received financing	Averagely 20 artisanal fisheries will be provided or partially finance for motorized and fuel-efficient boats annually.	\$3,000,000

Output 3.3 Increased crop yields through improved access to modern and climate-smart agricultural technologies and seeds with sustainable land management practices

Intervention 1: Improve seeds quality certification and distribution channels	# of certified seed varieties introduced and distributed	Ministry of Agriculture	0	By 2029, establish functional seed distribution systems in all regions, introduce at least 5 demonstration farms, and ensure that 60% of farmers access certified quality seeds.	\$500,000
Intervention 2: Develop quality seed production systems by investing and establishing Puntland seeds bank	# of seed banks established	Ministry of Agriculture	2 seed banks	5 new seed banks will be established.	\$250,000
Intervention 3: Improve soils fertility and erosion control measures	# of trainings and capacity conducted on soil fertility and erosion control provided to farmers.	Ministry of Agriculture	160 farmers are trained in soil fertility management and erosion control practices.	20 farmers will be trained annually targeting 260 farmers to be trained by 2030.	\$100,000
Intervention 4: Develop climate resilient mechanization in agriculture including mechanized farming equipment and tools	% of farmers using mechanized Irrigation infrastructure.	Ministry of agriculture	32 tractors	8 new tractors will be provided to the farmers/cooperatives.	\$280,000
Intervention 5: Promote private sector investment on agricultural technology and improve overall market system of agricultural value chain development	Invest forums conducted.	Ministry of agriculture	2	About 5 investments and exhibition events will be targeted to hold during 2026-2030.	\$100,000

Output 3.4 Expansion of value-added processing capacities (e.g., milling, frankincense oil pressing, dairy, meat packaging, hide/skin processing) to capture more value locally.

Intervention 1: Promote investment and branding of product processing industries to enhance value addition and generate sustainable economic growth opportunities	# of livestock product processing facilities established.	Ministries of Livestock and commerce	One meat production exists now	· Established One meat processing plant aligned with international market food health and quality standards.	\$3,000,000
				Three new milk product processing facilities operationalized.	\$600,000
	# of grain or farm production processing plants established	Ministries of Agriculture and Commerce	3 private small-scale processing are currently existing	3 new industries will be invested particularly-frankincense, date palm and food grains.	\$1,800,000
	# of Fish product processing plants installed	Ministries of Fisheries and Commerce	Habbo Tuna fish exists	Bareda, Eyl and Garacad fish processing plants established and operationalized.	\$10,000,000

Intervention 2: Develop post-harvest cold chains to reduce harvest losses of agricultural and fishing products	Number of storage and cold chain facilities established	Ministry of Agriculture	4 storage warehouses for Agricultural products available now	5 new post-harvest storage facilities will be established.	\$400,000
		Ministry of Fisheries	1,045-ton storage capacity established	Enhanced storage capacity up to 10,000 ton per capacity.	\$1,400,000
Intervention 3: Support capacity of small subsistent farmers, pastoralists and fishing communities specially women and youth led SMEs and producer cooperatives	# of agro-pastoralists, fisheries and farmers cooperatives capacitated and provided incentives, inputs and trainings	Ministries of Livestock, Fisheries and Agriculture	20% of cooperatives receive support.	Support local farmers, cooperatives, women and youth led SMEs will be increased by reaching 200 cooperatives.	\$2,000,000
			One Fisheries cooperative exists now in Bayla with limited support	Increased number of Fisheries cooperatives by reaching up to 400 and provided incentives, inputs and trainings.	\$4,000,000
Intervention 4: Improve market systems through branding and facilitation of market linkages and quality control eco system development.	# of market systems developed and market linkages created	Ministry of Commerce	Local products don't have branding and market options are limited	Exploring both domestic and international markets to locally processed products.	\$100,000
Intervention 5: Improve existing slaughter houses across urban areas	Number of slaughterhouses upgraded	Ministry of livestock	5 traditional with limited facility infrastructures exist now.	· 6 Standard slaughter facilities including livestock market, Laboratories and slaughter house to be established at the major urban cities by 2030 · 5 slaughterhouses rehabilitated	\$5,000,000
Intervention 6: Construction of fish landing site in 3 selected areas	# of fish landing sites constructed or upgraded to meet hygiene and export standards	Ministry of Fisheries	0	Constructing 2 fishing landing sites in 2 potentially selected areas.	\$1,700,000
Intervention 7: Construction of meat and Milk markets and rehabilitation	# number of new meat markers constructed # of rehabilitated Meat Market	Ministry of livestock	0	· 10 meat markets will be constructed · 4 meat markets will be rehabilitated · 3 new milk markets will be constructed · 2 milk markets will be rehabilitated	\$4,000,000
Intervention 8: Enhancing poultry and honey Production	# of poultry farms established # of bee keeping farms supported	Ministry of livestock	0	· 6 poultry farms will be established · 15 bee keeping farms will be supported	\$1,000,000

Total Budget in Outcome 3 = \$48,510,000

Outcome 4: Improved Tourism Services and Infrastructures to Boost Sector Growth and Economic Contribution.

Output 4.1 Improvement of key regulatory frameworks and tourism standard guidelines

Intervention 1: Develop tourism sector policy and attraction strategy and relevant regulatory frameworks	Number of policies and frameworks developed	MOITT	Draft	Tourism sector policy developed.	\$15,000
Intervention 2: Develop tourism guidelines and local standards	Number of trainings provided to hotels	MOITT	10% trained	50% of the hotels existing to be trained and provide certifications.	\$20,000
Intervention 3: Develop grading systems for local hotels	staff trained in hospitality and customer service	MOITT	20%	80% of the government staff and private hotels to be trained.	\$30,000
Intervention 4: Strengthen institutional capacity development for tourism sector.	Institutional development programmes in place	MOITT	0	Capacity needs assessment conducted, and human resources development trainings gradually implemented.	\$ 100,000

Intervention 5: Promote the development of culture, art, and literature through public awareness campaigns, cultural festivals, and literary contests that foster social integration, peacebuilding, and community participation.	# of cultural, art, and literature promotion campaigns conducted annually	MOITT	One cultural week per year	Continuation of annual cultural and literature week	\$125,000
	# of media programmes broadcasted promoting culture, art, and literature for peace and cohesion	MOITT	Ad hoc and event based. No established cultural art, and literature programmes broadcasted regularly	At least 4 media programmes on culture, art, and literature promoting peace and social cohesion broadcasted annually through state TV, radio, and social media platforms.	\$100,000
Intervention 6: Construct and complete the Ministry Headquarters complex, including a national museum, administrative offices, and a multipurpose cultural hall to preserve heritage and strengthen institutional operations.	Existence of well-designed and resilient new Ministry Headquarters	MOITT	Construction bid awarded in 2025, but construction not yet begun.	Ministry Headquarters complex constructed and completed, including a national museum, administrative offices, and a multipurpose cultural hall	\$500,000

Output 4.2 Conduct surveys and map tourism land sites and zones across Puntland regions

Intervention 1: Develop comprehensive state-wide surveys for mapping tourism sites in Puntland	Number of surveys conducted	MOITT	0	One comprehensive survey to be conducted by 2027.	\$50,000
Intervention 2: Conduct feasibility assessment for tourism sector investment priorities	Feasibility study report	MOITT	0	3 sites assessed by 2030, such as Eyl, Murcanyo and Mareero beaches.	\$30,000
Intervention 3: Develop digital platforms and tourist guides	Digital platform developed and launched	MOITT	0	Centralised digital platform developed by 2030.	\$30,000

Total Budget in Outcome 4 = \$1,000,000

Total Budget for Enhancing the Resilience of Productive Sectors Sub-pillar = [\\$53,955,000](#)

PROPOSED STRATEGIC PRIORITIES AND INTERVENTIONS OF ECONOMIC INFRASTRUCTURE SUB-PILLAR

Outcome 1: Strengthened institutional, policy, and regulatory frameworks to promote sustainable, climate-resilient, and investment-driven infrastructure development

Output 1.1 Upgraded infrastructure development governance, policies, regulatory frameworks, and strategic investment plans to ensure high-quality, climate-resilient infrastructure

Intervention 1: Improve existing infrastructure development governance policies and regulatory frameworks to align with climate resilience, quality standards, and sustainability considerations.	# of infrastructure policy and legal frameworks reviewed and developed.	MOPWH&T	7 laws and 2 policies	Urban Land Management policy Construction Quality Control Standard code.	\$30,000
Intervention 2: Formulate Puntland Infrastructure Development Masterplan.	# of process tasks completed.	MOPWH&T	0	By 2026: preparatory phase tasks completed and defined strategic framework of the Puntland Infrastructure Masterplan. By 2027: technical and infrastructure sub-sectoral studies and stakeholder consultations conducted. Puntland infrastructure investment needs and financing strategies defined, followed by Masterplan technical drafting, validation and approval. 2028 and beyond: implementation and monitoring of the Puntland Infrastructure Masterplan operationalised.	\$100,000

Intervention 3: Prepare medium term infrastructure needs and investment plan aligned with PDP-4	#of sectoral infrastructure needs assessments conducted (transport, energy, water, ICT, social infrastructure).	MOPWH&T	0	By 2026: Complete baseline infrastructure needs assessment covering all productive and social sectors.	\$50,000
	Medium-term infrastructure investment plan document developed and approved by Cabinet.		0	By 2027: Finalize and approve the Medium-Term Infrastructure Needs and Investment Plan (MTINP) aligned with PDP-4.	
	% of domestic and donor-supported budget costed and incorporated into annual budgets/Medium-Term Expenditure Framework (MTEF) allocated to infrastructure projects.		Ad hock planning and there is not MTEF,	By 2028: Ensure at least 70% of new infrastructure projects are drawn from the MTINP, and their budget included in the either the annual budget/ Medium-Term Expenditure Framework (MTEF).	

Output 1.2 Capacities of infrastructure agencies and utilities enhanced through systems and human resource development

Intervention 1: Conduct skill gap needs assessment	Number of Skills gap assessment report completed.	MOPWH&T	0%	Infrastructural skills gap assessment conducted by 2026 and 2029.	\$30,000
Intervention 2: Develop institutional capacity building strategies for infrastructure institutions	Number of capacity-building strategies developed and implemented	MOPWH&T	An average of 5 training was implemented annually	Conduct relevant thematic areas trainings conducted annually based on need assessment findings.	\$100,000
Intervention 3: Develop M&E frameworks to track infrastructure service delivery performance, climate adaptation, and long-term sustainability.	Existence of infrastructure M&E frameworks designed and applied	MOPWHT	5%	By 2026, the Infrastructure M&E framework approved. Implemented during PDP4 period despite committing significant percentage annually.	\$10,000

Output 1.3 Project preparation, implementation, quality control and maintenance systems institutionalized

Intervention 1: Strengthen project management capacity to improve procurement systems and accountability benchmarks	% of staff trained in project management & procurement	MOPWHT	2 training were implemented	<ul style="list-style-type: none"> • Infrastructural project management training manuals developed. • Infrastructural project management training conducted annually. 	\$60,000
Intervention 2: Develop standardized infrastructure project planning and management frameworks	# of Standardized frameworks prepared and adopted.	MOPWHT	0	Standardized framework for infrastructure project management established.	\$20,000
Intervention 3: Develop standardized project management procurement frameworks	Existence of infrastructure project procurement frameworks developed and enforced.	MOPWH&T	The framework was initiated but not completed (20%)	Infrastructure project procurement frameworks developed and enforced by 2026.	\$20,000
Intervention 4: Develop construction quality assurance standards align with climate resilient codes through independent quality control inspection mechanisms	# of construction quality standard guidelines developed and adapted.	MOPWH&T	10%	<ul style="list-style-type: none"> · Infrastructure quality management system guideline, · Construction occupational health and safety guideline, · Technical standards for construction material guideline; · Infrastructure technical design and construction auditing and monitoring framework · Environmental safeguarding guideline 	\$50,000

Intervention 5: Institutionalize independent public asset management systems.	Public asset management system operationalized.	MOPWH&T	0%	Created and Institutionalize public asset management systems.	\$70,000
Intervention 6: Establish and equip a government property administration department with adequate resources and operational autonomy.	Puntland Property and Construction Authority non-established & staffed	MOPWH&T	20%	Establish and equip a government property administration department.	\$168,000
Intervention 7: Enhancing the rural coastal infrastructure including ports and low-lying roads faces increased exposure to storm surges and sea-level rise	Number of coastal infrastructure projects climate-proofed	MoPMCP	No intervention conducted so far	Protection structures constructed at coastal locations facing increased climate exposure such as Laasqoray, Xaafuun, and Eyl.	\$3,000,000

Total Budget in Outcome 1 = \$3,708,000

Outcome 2: Expanded Sustainable and Climate-Resilient Infrastructure

Output 2.1 Improved transport networks (roads, ports, and airports) to facilitate trade and connectivity.

Intervention 1: Expand construction and rehabilitation of primary asphalt road transports through designing climate resilient road architecture.	# kms of primary tarmac roads Constructed and rehabilitated	MOPWH&T & PHA	805km Asphalt road comprised is currently established with various quality degree	Construct 400km and rehabilitate 500km of primary asphalt roads including the construction of structures.	\$125,000,000
Intervention 2: Upgrade and maintain gravel roads connecting remote and coastal areas to the inland to enhance accessibility, trade, and mobility.	# of feeder roads rehabilitated	MOPWH&T & PHA	Out of 4,126 km of feeder roads, only 665km are currently maintained gravel roads.	Upgrade and maintain additional 600km of feeder roads.	\$15,000,000
Intervention 3: Expand and modernize berths, cargo handling, and storage facilities to improve capacity, efficiency, and climate resilience of Bosaso and Garacad Ports.	# of storages are constructed in Bosaso and Garacad port	MoPMCP	Three berths currently constructed at Garacad seaport.	Bosaso seaport expansion phase two completed and Berth D of Garacad seaport constructed and equipped.	\$250,000,000
Intervention 4: Develop and rehabilitate corridor projects(3G) to enhance trade facilitation and connectivity	# of kms of primary tarmac roads Constructed	MOPWH&T & PHA	Currently 300km of gravel road	300km of asphalt road to be constructed during PDP-4 period.	\$302,000,000
Intervention 5: Expand, rehabilitate, equip, and modernize Puntland airports to enhance operational capacity, safety, and efficiency, supporting domestic and regional connectivity and trade.	# of rehabilitations, equipment and modern tech installed	MoCAA	20% of the required equipment installed – Garowe airport	Structural constructions, equipment, and technological infrastructure capacity were upgraded up to 70%, and established existing infrastructures were maintained.	\$2,000,000
			0% equipment and tech installed in Galkacyo	Full construction in the next 5 years.	\$13,000,000
			90% - Bosaso	Install advanced cargo-handling equipment and establish maintenance systems to improve efficiency and safety at Bosaso Airport.	\$1,500,000
Intervention 6: Mobilize local and external investment for the expansion and modernization of Puntland's airport infrastructure development.	# of airports Installed energy-powered infrastructure	MoCAA	Bosaso airport	Installed Solar-powered Energy infrastructure in Galkacyo and Garowe airports.	\$3,300,000

Output 2.2 Strengthened digital and communication infrastructure for innovation and service delivery.						
Intervention 1: Develop digital economic policies through improving policy and regulatory frameworks	Draft of ICT policy developed with digital components	MOITT		0	The 100% work remaining will be implemented during PDP4 period despite committing significant percentages annually.	\$15,000
Intervention 2: Develop Puntland AI Policy, Strategy & Regulatory Guidelines and AI Innovation & Skills Acceleration Programs for Youth, Government & SMEs	<ul style="list-style-type: none"> # of Policies approved and implemented and Regulatory frameworks developed # trained (gender disaggregated), AI projects/practical use cases and % youth employment in digital/AI sectors 	MOITT		0	<ul style="list-style-type: none"> 1 policy and 1 regulatory guideline implemented. 500 of people trained (30% women) and 50 AI local solutions 15% increase in tech-sector youth jobs 	\$100,000
Intervention 3: Improve broadband connectivity through investment of fiber optics and satellite solutions	% of internet access improved	MOITT		0	The target is to expand broadband connectivity through incentivizing expanding fiber optics into over 1000km across Puntland major cities.	-
Intervention 4: Improve E-government platforms to enhance public service delivery	Ministries/agency into integrating e government platform	MOITT	MoF, MoE, MoH are now have established and functional IMS		<ul style="list-style-type: none"> Gov't institutions digitalization and integrations level improved. 60% of Gov't institutions will have established and functional E-governance and IMS systems. 	\$150,000
Intervention 5: Support ICT innovation and Entrepreneurship ecosystems.	Establishment of state Entrepreneurship & ICT ecosystem hubs	MOITT/MOCI		0	Supporting innovation hub to promote entrepreneurship and ICT inclusion through training and skills development.	\$150,000
Intervention 6: Establish a data management system for government and Private vehicles	Establishment of data management system for all government and private Vehicles.	MoPWH&T	Privately owned companies have established a data management system in the form of private public partnership with Ministry of public works.		<ul style="list-style-type: none"> the Ministry will have a government owned data management system for all vehicles in Puntland to ensure citizen rights and privacy in Garowe, Bosaso, Gardo and Galkaio. 	\$220,000
Intervention 6: Advancing and equipping the government owned maintenance workshop	# of maintained vehicles, of tools purchased, # of Hungers construction	MoPWH&T	Ministry has limited capacity workshop under the ministry compound		<ul style="list-style-type: none"> Four hungers of mechanical, electrical, storage and painting are constructed 2 ha plot allocated and fenced. Purchase of lifting equipment, hand tools, diagnostic tools, cooling systems, safety equipment, consumables and necessary storage facilities purchased. Advanced tracking and repair record system established 	\$120,000

Total Budget in Outcome 2 = \$712,555,000

Total Budget in Sub-Pillar = \$716,263,000

PROPOSED STRATEGIC PRIORITIES AND INTERVENTIONS OF ENERGY SUB-PILLAR

Outcome 1: Improving the Sustainability of Energy and Extractive Industries

Output 1.1 Enhanced investment in diversified and sustainable energy infrastructure, technology and governance

Intervention 1: Extend energy access through development of Puntland energy policy master plan align with PDP-4	Existence of Puntland energy policy masterplan	MoEMW	No PL energy policy masterplan		Draft, finalize and approve the energy policy masterplan by 2026.	\$30,000
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Intervention 2: Conduct energy reforms through institutionalizing energy resource governance frameworks	# of regulatory and legal instruments reviewed or developed for energy sector management.	MoEMW	Basic policy and regulatory frameworks require review and upgrading	<ul style="list-style-type: none"> Formulating sector strategic plan by 2026. Develop PPP framework for energy delivery to support energy access for business and rural and semi urban areas by 2026. Developing renewable energy comprehensive policy frameworks 2026. 	\$75,000
Intervention 3: Incentivize public-private partnerships, and financing mechanisms to accelerate energy access and diversification.	Energy Investment portfolio financed through PPP	MoEMW		Mobilizing at least \$30 million Energy investment portfolios financed through private investment of PPP financing model over the coming 5 years.	\$50,000
Intervention 4: Strengthen in building capacity of energy institutions to manage, monitor, and expand energy services.	# of staff and electricity professionals produced and trained # number of skilled TVET specialists	MoEMW	40% of the required capacity is established.	Increasing total number of professionals in the agency by 75%, including recruitment of field specialized professionals by 2030.	\$100,000
Intervention 5: Conduct comprehensive feasibility study on renewable energy infrastructure requirement need mapping to inform investment priorities and strategic planning	# of studies conducted	MoEMW	0	Conducted a comprehensive feasibility study on renewable energy infrastructure requirement need mapping and investment planning.	\$100,000
Intervention 6: Improve energy infrastructure and technology adaptation by investing renewable energy sources and hybrid energy systems	MW of installed renewable/hybrid energy capacity.	MoEMW	64MW	Expand Puntland State level power capacity to 150MW by 2030.	\$100,000,000
Intervention 7: Enhance rural electrification through development of state-wide access strategies including e promoting solar mini-grid stand-alone home systems across rural areas	% increase of households in rural areas access to electricity	MoEMW	52% of households in rural areas have access to electricity in 2023	85% of households in rural areas will have access to electricity by 2030.	-
Intervention 8: Enhance capacity and local skills to scale up electrification strategy across urban and rural areas	# of local institutions (TVETs/universities) offering renewable energy and electrification training programs.	MoEMW	3 accredited universities/TVET on renewable energy and electrification systems.	4 accredited training programs in Puntland universities/TVETs centers on renewable energy and electrification systems by 2030.	\$500,000

Output 1.2 Improved legal and market regulatory frameworks of mining sector

Intervention 1: Develop and enforce regulatory frameworks and strengthen institutional capacity for effective mining resource governance.	# of mining regulatory frameworks/laws developed, updated, and enforced.	MoEMW	No functional policy or regulatory framework is currently established.	<ul style="list-style-type: none"> Develop mining law and mining investment strategy; Environmental protection and management act; occupational health and safety law, Community development and social responsibility policy 	\$100,000
	# of staff trained in mining governance, monitoring, and compliance enforcement.	MoEMW	0	Provide targeted sector governance trainings to the staff quarterly.	\$75,000
Intervention 2: Establish digital registration, licensing, and resource registry systems to improve accountability and transparency.	Existence of digital mining registration and licensing systems and resource catalogue established and operational.	MoEMW	0	Establish digital registration, licensing, and resource registry platform for the sector.	\$20,000
	% increase in mining-related revenue collected through digital systems.	MoEMW	0	A digitalized revenue collection system for mining will established, and the 100% of the work remaining will implemented during PDP4 period despite committing significant percentages annually.	-

Output 1.3 Enhanced mining resources utilization and development

Intervention 1: Conduct baseline assessment and geological surveys across Puntland regions	No. of regions have conducted baseline assessment	MoEMW	0%	60% of mining sites will be surveyed and baseline assessment reported will be finalized by 2020.	\$100,000
Intervention 2: Promote sustainable mining practices and environmental safeguards.	Number of environmental compliance audits conducted.	MoEMW	0%	Mining operations will be audited annually to comply environmental safeguards and achieve 30% of the target by 2030.	\$60,000
Intervention 3: improve capacity of small artisanal mining operators through training and access to information	No. of small artisanal mining operator trained	MoEMW	0%	30% of the small artisanal mining operators will be trained by providing environmental complained regulations.	\$100,000
Intervention 4: Facilitate local value addition and community benefits from mining.	Number of local processing industries established	MoEMW	0%	The target is achieved 30% of the mining productions to be processed locally by value addition to local markets and comply international best practices.	\$7,000,000

Total Budget in Energy Sub-Pillar = \$108,310,000

PROPOSED STRATEGIC PRIORITIES AND INTERVENTIONS OF MACRO-ECONOMIC ENVIRONMENT SUB-PILLAR

Outcome 1: Strengthening Public financial management reforms and fiscal policy frameworks

Output 1.1 Improved Public financial management systems

Intervention 1: Improve budget allocation, expenditure control, and reporting standards by adopting program-based budgeting and aligning resource distribution with Puntland Development Plan priorities and programs.	% of government budget prepared and executed using PDP-4 program-based budgeting	MoF	0%	<ul style="list-style-type: none"> Adopted program-based budgeting and aligning resource distribution with Puntland Development Plan priorities and programs. Increased PDP-4 program-based budget allocation 15% by 2030. 	-
Intervention 2: Develop Puntland medium term fiscal expenditure framework	Existence of an approved Medium-Term Fiscal Expenditure Framework (MTEF).	MoF	MTEF doesn't exist	<ul style="list-style-type: none"> Develop MTEF by 2026. Pilot the MTBF & MTEF framework coverage. Adopt rolling 3 years ceilings from 2028-30. 	\$20,000
	% of annual budgets prepared in line with the MTEF.	MoF	MTEF doesn't exist	60% of Gov't annual budget prepared in line with MTEF.	-
Intervention 3: Strengthen procurement and internal standards by institutionalizing internal statutory functions.	% of the budget total procurement conducted in compliance with internal standards.	MOF/PTB	MTEF doesn't exist	<ul style="list-style-type: none"> procurement procedures manual operationalized. 60% of Asset registry reports will be generated. All procurements are conducted in compliance with internal standards. 	\$50,000
	# of Government budget procurement contracts/Tender publicly advertisements	PTB	0%	Gov't procurement transactions with a threshold of 50,000 will be advertised.	

Output 1.2 Boost domestic revenue mobilization through reforms and expanding revenue sources						
Intervention 1: Strengthen taxation policy and regulatory reforms	# of taxation policies and regulatory reforms developed or revised.	MOF	Tax policies developed and enforced fairly	<ul style="list-style-type: none"> • Customs Law reviewed and modernized • Puntland Taxation Policy reviewed and modernized • Property tax collection improved and annually increased 10% • Corporate tax collection regulatory established. • Corporate tax collection implemented. 	\$50,000	
Intervention 2: Enhance domestic revenue mobilization through tax administration reforms and revenue oversight mechanisms	Annual % increase in domestic revenue mobilized	MOF	Gov't annual domestic revenue for 2023 was \$124M	Targeted Government budget of \$215Million with 15% annual increase in the fiscal period of PDP-4.	\$5,000,000	
	% of Gov't spending to GDP increased	MOF	3.10%	Increased government expenditure to GDP with a target rate of 5% by 2030.	-	
Intervention 3: Improve customs infrastructure and enhance automation of operational functions of ports, airports and border customs	# of customs infrastructure facilities developed or upgraded and automated	MoF	Puntland Customs Automation System (PUNTCAS) works in Bosaso Seaport, airport and Garowe Airport.	<ul style="list-style-type: none"> • PUNTCAS implemented in Gara'ad seaport. • PUNTCAS is fully implemented to all Customs in Puntland. 	-	
Intervention 4: Expand tax revenue sources through streamlining tax tariffs to natural resources and informal sector	% increase in tax revenues collected from fishing and mining sectors.	MoF	Less than 1% of revenue comes from mining And 2% comes from fishing sector	4 to 5 percent of domestic revenue will come from the respective sectors through fiscal reforms and planning.	-	
Intervention 5: Enhance institutional capacity and human resources for tax policies, collection strategies and enforcement	# of institutional system and tax enforcement mechanisms put in place.	MoF	Electronic Tax Registers system establishment is at early stage	Established and operationalized electronic tax payment reporting systems by enforcing Businesses use digital invoicing systems linked MOF servers to automatically record sales data and transmit VAT in real time.	\$1,000,000	
	# of staff trained and certified in Electronic Tax registers.		Limited capacity in administering digital Tax payment systems	Upgraded MoF staff capacity in adapting and monitoring electronic tax payment systems.		
Output 1.3 Strengthened accountability and transparency statutory functions						
Intervention 1: Strengthen parliamentary public finance oversight by institutionalizing public finance committee	Improved relationship between OAG and MoF and the PAC	OAG		1	The target is to conduct 4 meetings annually despite committing quarterly engagement meeting.	\$100,000
Intervention 2: Enhance citizen engagement through public budget hearing and public expenditure management reporting	Regular meetings held for citizens at specific times	OAG		1	The target is enhanced citizen engagement by conducting 1-2 annual accountability feedback meetings.	-
Intervention 3: Improve procurement systems and budget reporting to enhance transparency and accountability benchmarks	Procurement systems and standards followed	OAG		10%	The remaining 90% work will be implemented during PDP4 period despite committing significant percentages annually.	\$70,000
	Regular financial reporting is published in the MoF Website	OAG		30%	The remaining 70% work will be implemented during PDP4 period despite committing significant percentages annually.	-
Total Budget in Outcome 9 = \$6,290,000						

Outcome 2: Strengthened Financial Governance, Stability, and Inclusion in Puntland

Output 2.1 Improved Legal, Regulatory Frameworks, financial integrity and compliance

Intervention 1: Enact Financial Institutions Law to ensure legal clarity and well-regulated financial sector	Law enacted and published		0%	The act will be implemented during PDP4 period despite committing significant percentages annually.	\$30,000
Intervention 2: Formulate and implement AML/CFT Law to uphold financial integrity and align with global standards.	AML/CFT Law operationalized		0%	Formulate and implement AML/CFT Law	\$15,000
Intervention 3: Operationalize KYC (Know Your Customer) systems in private banks to ensure client identity verification and mitigate financial crimes	All bank's compliance with KYC requirements		0%	The remaining 100% work will be implemented during PDP4 period despite committing significant percentages annually.	\$43,000
Intervention 4: Establish and operationalize the Puntland Financial Intelligence Unit (PFIU) for compliance oversight and crime prevention.	PFIU functional and reporting		20%	The remaining 100% work will be implemented during PDP4 period despite committing significant percentages annually.	\$60,000

Output 2.2 Enhanced Access to Finance and Financial Inclusion

Intervention 1: Establish a Credit Bureau to enhance credit risk assessment and improve lending	Credit Bureau operational; 100% of borrowers with accessible credit history	Credit Bureau reports	Proposal of the establishment of Credit Bureau presented.	Establish and fully operationalize Credit Bureau.	\$20,000
Intervention 2: Promote microfinance services targeting productive sectors, particularly youth- and women-led enterprises	# enterprise loans disbursed by the State Bank	SBP monitoring reports	0%	100+ enterprise loans provided annually.	\$1,000,000
Intervention 3: Launch SBP-led banks/ financial institutions (Commercial, Development, investment).	New banks/institutions launched	Annual bank reports	0%	Puntland SBP commercial development and investment window established and operationalized.	\$5,000,000
Intervention 4: Implement core digital financial systems, including core banking systems, e-wallet platforms, and payroll management systems.	Systems fully operational	SBP monitoring reports	0%	The remaining 100% work will be implemented during PDP4 period despite committing significant percentages annually.	\$1,500,000
Intervention 5: Establish a National Payment Switch to enable real-time, secure interbank transactions, lower operational costs and promote digital financial integration	All interbank transactions processed via switch	Monthly transaction reports	0%	The remaining 100% work will be implemented during PDP4 period despite committing significant percentages annually.	\$300,000
Intervention 5: Integrate SWIFT Code and IBAN Services for international transactions and enhance Puntland's financial system connectivity.	SBP transactions using SWIFT/IBAN	SBP monitoring reports	0%	The remaining 100% work will be implemented during PDP4 period despite committing significant percentages annually.	\$20,000
Intervention 6: Establish a Financial Academy to deliver structured training and certification in Banking, Finance, Compliance and digital innovation – Building long term sectoral capacity.	Participant satisfaction scores	Evaluation reports	0%	The remaining 100% work will be implemented during PDP4 period despite committing significant percentages annually.	\$200,000

Total Budget in Outcome 10 = \$8,188,000

Outcome 3: Vibrant Business sector that promotes investment, job creation and Growth

Output 3.1 Strengthened business enabling environment through policy and regulatory reforms

Intervention 1: Review and update existing investment law/policy, business License law, trade law/policy, company law and industrial law/policy	#number of laws and policies reviewed and updated	MOCII	2(Investment law and business license law exists)	<ul style="list-style-type: none"> The target is to update and enforce the existing investment law/policy and business License law. The target is to develop and enforce trade law/policy, company law/policy and industrial law/policy. (2026-2030). The target is to promote investment through conducting 3 investment forums. (2026-2030). 	\$370,000
Intervention 2: Develop SME policies and necessary regulatory frameworks	#number of policies & frameworks developed	MOCII	0	The target is to develop and enforce SME policy and regulatory framework. (2026-2030).	\$15,000
Intervention 3: Trade promotion frameworks developed and harmonized with regional protocols.	#number of frameworks developed	MOCII	0	The target is to develop and harmonized trade promotion framework (1) and regional protocols. (2026-2030).	\$15,000
Intervention 4: Facilitate trade agreements with regional and international markets to enhance access to markets and expansion	#number of Trade agreements signed	MOCII	0	<ul style="list-style-type: none"> The target is to enhance access to regional and international markets. (2026-2030). 5 MoU agreements to access regional and international markets (2026-2030). 	\$50,000
Intervention 5: Conduct outreach programs and workshops for local business for international trade market requirements	#number of workshops conducted	MOCII	1 (conducted E-commerce & International trading awareness workshop in 2025)	The target is to conduct 3 annual workshops to raise awareness for local and international trade market requirement (2026-2030).	\$75,000
Intervention 6: Improve access to business markets through facilitation of market linkages and expansion of trade.	#number of business market assessments conducted	MOCII	3- business market needs assessments exist	The target is to establish 5 business markets to enhance accessibility and market linkage for producer cooperatives and district with market needs (2026-2030).	\$1,050,000

Output 3.2 Enhanced capacity of business organizations and chamber of commerce to provide effective services and advocacy for the private sector

Intervention 1: Develop capacity development programs and institutional support for business support organizations	#number of capacity building programs developed	MOCII	0	The target is to capacitate institutional support for business support organizations and chamber of commerce (2026-2030).	300,000
Intervention 2: Support chamber of commerce development initiatives through reforms and institutional governance	#number of initiatives developed	MOCII	0	<ul style="list-style-type: none"> The target is to hold election of the chamber of commerce administration (2026-2030). Facilitate chamber of commerce to conduct annual business exhibition in Puntland (5 exhibitions 2026-2030). 	
Intervention 3: Promote import substitutions by strengthening and encouraging domestic productions through incentives and protection policies.	#Assessment on trade deficit and import substitution	MOCII	0	The target is to develop and enforce domestic production protection policy (2026-2030) to reduce import trade dependency.	

Total Budget in Outcome 3 = \$1,875,000

Total Budget in Macroeconomic Environment = \$16,353,000

Total Budget in Economics Pillar #3 = \$894,881,000

ANNEX 4: PILLAR RESULT MATRIX

Strategic Goal: A resilient, inclusive, and efficient education system delivering improved learning outcomes, enhanced equity, and strengthened cultural heritage and civic engagement across all levels of education.

PROPOSED STRATEGIC PRIORITIES AND INTERVENTIONS OF EDUCATION SUB-PILLAR					
Outcome 1: Strengthened education sector governance through modernized management, updated policy and regulatory frameworks, sustainable planning and financing mechanisms and robust quality assurance and monitoring systems					
Output	Key performance Indicators	Responsible agency	Baseline (2025)	Target (2026-2030)	Budget
Output 1.1 Education Sector Policy and Regulatory Frameworks are enhanced and institutionalized, while governance systems, quality assurance mechanisms and coordination structures are strengthened.					
Intervention 1: Review and update existing sector policies, plans frameworks.	# of sector and sub sector policies/plans/frameworks reviewed and updated	MOEHE	MOEHE has 14 education policies; only three are updated, remainder are outdated and need revision.	10 existing education policies reviewed, translated, disseminated and trained on.	\$70,000
Intervention 2: Develop and operationalize new education sectors and sub-sector policies, plans, and regulatory frameworks.	# of new sector and sub sector policies/plans/frameworks developed	MOEHE	14 existing policies; plan to develop 7 new policies in the next 5 years.	Development of the following 7 policies: ·Inclusive education ·Teacher training curriculum framework ·Education in Emergencies (EiE) ·Digital Learning and ICT in Education ·Education Financing and Resource Mobilisation Act ·Education Research and Innovation Technical secondary schools.	\$70,000
Intervention 3: Strengthen Education Sector Coordination by institutionalizing regular education sector committee (ESC) meetings, technical working groups and joint sector review (JRES) conference	# of monthly ESC meetings, TWG sessions and JRES conducted annually with participation of key stakeholders.	MOEHE and sector partners	ESC: Monthly irregular JRES: 1 per year TWG: 3 per month	60 regular and consistent ESC meeting conducted on monthly basis 5 JRES conferences conducted Effective and efficient functional TWGs for all sub sectors and areas of education.	\$662,000
Intervention 4: Enhance decentralization of service delivery, quality assurance and inspection services by establishing and institutionalizing functional Quality Assurance and Standards (QAS) structures at regional and district levels.	# of regional and district QAS offices established, staffed, and operational.	MOEHE	Central QAS Inspection department with 3 supervisors per region and 1 per district.	-9 Regional and district QAS offices fully staffed with # of inspectors	\$270,000
	# of school inspection and quality monitoring visits conducted by regional and district QAS teams annually.	MOEHE	Central inspection/supervision campaign visiting 30% of schools	-100% of schools covered in inspection/supervision and monitoring visits by decentralized staff	\$1,350,000
Intervention 5: Establish Puntland Higher Education Commission (HIC)	Puntland HEC established	MOEHE	- HE Act 2025 - HE Policy 2024	-Commission Act approved by Parliament and signed -Commission fully operational and implementing oversight functions.	\$1,560,000

Intervention 6: Review and adopt vocational Qualifications Framework (VQF).	# of Qualification Frameworks developed and adopted in Puntland	MOEHE	3	The following frameworks/acts will be reviewed and adopted: -TVET Qualification Framework, VET Qualifications Act -HE quality assurance Framework	\$12,000
Intervention 7: Formalize partnerships between higher education institutions, TVET centers, and key industries	- # of agreements with private sector institutions - # of industry advisory boards established	MOEHE	0	-Established and functioning industry advisory boards for curriculum co-design. -Formalize apprenticeship and internship agreements with private and public sectors institutions.	\$1,200,000
Output 1.2 Institutional capacity for effective education sector management is strengthened through predictable and sustainable education financing including increased domestic revenue and budget optimization.					
Intervention 1: Strengthen advocacy & policy dialogue on public spending on education.	# of advocacy campaigns, policy dialogues, or budget forums conducted to influence increased education financing.	MOEHE	No systematic budget related policy dialogues	-MOEHE to organize regular & evidence-based annual budget dialogue campaigns to advocate increasing budget allocation to at least 13% of government revenue.	\$220,000
Intervention 2: Develop and operationalize a sector-wide resource mobilization strategy engaging government, private sector, and development partners	# of PPP agreements/MOUs signed with private sector to support school construction, ICT development and school programs.	MOEHE/Private sector	0	-Establish Puntland education fund to stimulate investment and commitment of government, partners and private sectors & to finance priority needs in school infrastructure, ICT, and scholarships.	\$100,000
Intervention 3: Establish university research funds and innovation hubs	# of research and innovation hubs established and operational	MOEHE HEC, HEI, MOF	No dedicated research hubs/funds	-Research and innovation hubs established and operational in priority sectors (agriculture, water, ICT, and renewable energy).	\$850,000
Output 1.3 Education sector performance and service delivery are enhanced through effective knowledge management, targeted capacity building initiatives and adoption of merit-based professional standards.					
Intervention 1: Modernize EMIS with decentralized data entry, dashboards, and real-time reporting at the school level.	% of schools connected to EMIS platforms	MOEHE	0 schools	100% of basic and secondary schools with EMIS with internet-enabled data entry terminals.	\$450,000
	# of EMIS modules, dashboards & interoperability features developed & fully operational		1 functional EMIS system at the regional level	Additional modules/dashboards for the missing sub sectors/indicators.	\$130,000
Intervention 2: Increase availability of qualified MOEHE staff at all levels for effective and efficient sector governance with special attention on disability inclusion.	% increase in qualified MOEHE staff recruited and deployed across all levels/offices.	MOEHE	60%	100% (43% of them will be female)	\$1,260,000
	# of MOEHE staff trained in key topics.		30%	100% staff trained in leadership, planning, inspection, M&E, finance and education management per year.	
Intervention 3: Institutionalize professional standards and Career Progression Framework for teachers, inspectors, and administrators.	Professional teachers training framework developed	MOEHE	0	1 professional standard framework developed institutionalized for teaching and non-teaching workforce.	\$1,240,000
	% of teachers & inspectors assessed according to the standards.		0	80 % of teaching and non-teaching workforce assessed	
Intervention 4: Strengthen planning, M&E, gender and research units within the MOEHE	# of MOEHE staff trained in key topics	MOEHE IPAM	20%	100% staff trained in planning, M&E, gender mainstreaming and research methodologies producing sector plans, policy briefs analytical reports annually	\$320,000
Intervention 5: Build capacity of HEI academic staff	# of HEI academic staff trained	HEC HEI	30%	45% capacitated in research methodology, publication, and knowledge transfer.	\$2,350,000
Total Budget in Outcome 1 = \$12,114,000					

Outcome 2: Expanded and equitable access to all levels of education with strengthened readiness for education in emergencies.

Output 2.1 Increased enrolment of Pre-primary, and Primary, Secondary Education with targeted strategies to nomadic, rural, IDP and low-income communities to ensure equity and inclusiveness of education.

Intervention 1: Establish pastoralist/nomadic community basic education.	# of mobile schools with flexible learning programs established	MOEHE	There are no mobile schools existing	10 mobile schools established	\$1,350,000
Intervention 2: Increase equitable access to ECE through expansion of inclusive ECE schools/centers.	# of new ECE Schools/centers constructed.	MOEHE	50 centers	5 new ECE centers will be constructed	\$390,000
Intervention 3: Increase equitable access to ECE through construction of new integrated ECE classrooms within existing primary schools.	# of new ECE classrooms constructed	MOEHE	There are 38 integrated ECE with primary schools	50 ECE classrooms Construction	\$800,000
	% of new schools with additional integrated ECE dedicated classrooms.				
Intervention 4: Establish pilot free primary schools in remote and hard-to-reach districts.	# of free primary schools established	MOEHE	No free primary education in Puntland but this will be a step forward	10 free primary schools established and fully funded with community and private sector support	\$1,600,000
Intervention 5: Rehabilitate and expand existing primary and secondary schools to ensure inclusiveness.	# of schools rehabilitated and are inclusive.	MOEHE	943 primary schools and 199 secondary schools exist.	180 primary and 150 secondary schools rehabilitated;	\$1,800,000
Intervention 6: Ensure access to EiE for crisis-affected children through Increased availability of EiE services for children in crisis-affected areas.	# of furniture/TL materials offered to marginalized students in crisis-affected areas	MOEHE	Not available data	- 13,000 marginalized students will be offered TLMs	\$1,650,000
Intervention 7: Strengthen regular, comprehensive and standardized learning assessments and examinations.	# of EGMA/EGRA/MLA Assessments conducted.	MOEHE	- 1 Puntland Final Grade 8 Exam and Form 4 Exam conducted annually -EGRA, EGMA and MLA conducted on ad hoc.	-5 Final Exam conducted with improved results of lagging subjects -5 EGRA, EGMA/ MLA assessments will be conducted	\$2,500,000
	# final exams conducted. # of students assessed/examined annually				\$600,000

Output 2.2 Inclusive, Gender-Responsive, and Child-Friendly Education Systems Strengthened with improved Learning Environments and Support Mechanisms to ensure that all children can access and succeed in education through inclusive teaching practices, nutrition support, and social protection measures.

Intervention 1: Establish & operationalize community & parental awareness programs on early learning, and nutrition	% increase in enrolment of children aged 3–5 in ECE programs in targeted districts.	MOEHE	Awareness agenda on ad hoc basis	5 Community and parental awareness programs on early learning, and nutrition will be conducted.	\$130,000
Intervention 2: Implement gender-responsive education strategies through recruitment & support of female teachers, & awareness campaigns addressing social & cultural barriers to education.	# of female teachers recruited, trained & serving in schools	MOEHE & MoWDFA	Only 22.5 % of trained teachers are female.	-30% aggregate total of female teachers by 2030 -Equitable female teacher promotion to head teachers/incentivized.	\$1,200,000
	% increase in enrolment and retention of girls and children with disabilities in targeted schools.	MOEHE & MoWDFA	-Only 2% of girls in pastoralists are enrolled -50.5% of out-of-school children are girls	- Increase pastoralist/nomadic girls' participation by 8%	\$200,000
Intervention 3: Expand and strengthen school feeding, scholarship/bursary programs, and capitation grants to support equitable access, retention, and learning outcomes for children from marginalized, displaced, and low-income households.	# of schools implementing school-feeding programs	MOEHE	120 schools with feeding schemes.	- A new 10 school feedings will be provided.	\$294,043
	# of marginalized students awarded with scholarships/bursaries etc	MOEHE & MoWDFA	N/A	3000	\$2,500,000
	# of public schools receiving and efficiently utilizing capitation grants.	MOEHE	30	25 additional schools will receive capitation grants.	\$150,000

Output 2.3 Increased Enrolment and Literacy rates of Non-formal Education and Alternative Basic Education to address high out of school children and reduce rates of illiteracy among adults and Improve Civic Education, Culture of Peace and Social Mindset Change and Cultural Awareness

Intervention 1: Construct, rehabilitate and operationalize NFE/ABE center	# of NFE/ABE centers constructed & operational # of NFE/ABE centers rehabilitated & operational	MOEHE	NFE Centers: 88 ABE: 61	4 NFE and ABE centers rehabilitated 10 new NFE and ABE schools constructed	\$100,000 \$110,000
Intervention 2: Enhance Effective Community Mobilization for Puntland Development Agenda.	# of MDAs operationalizing mobilization and empowerment mechanisms	MOITT, MOEHE MOPEDIC, OOP	No formalized community mobilization framework and structure	-1 Community Mobilization and Empowerment Coordination structure established. - Awareness activities aimed at promoting PDP-4, designed and implemented. - Mechanisms for citizen participation, public views, & feedback on PDP4 implementation and performance introduced.	\$500,000
Intervention 3: Design and Implement Civic youth champions in all districts to create critical mass for community mindset change	# of youth champions established	LGs, MOYS, MOEHE MOITT, OOP	No existing youth champion structures	-20 districts establish youth champions -Champion 5 state and 60 district level awareness events to popularize Puntland Vision for Development	\$2,000,000
Intervention 3: Develop and implement inclusive Puntland civic education & diaspora engagement program.	# of civic education programs tailored and implemented % of community members involved.	MOEHE, LGs, MOYS, MOITT, OOP, MIO, MOJ, MOWDAFA MOHADMA	0	- 1 comprehensive civic education, peacebuilding and behavior change program designed. - 100 civic engagement activities tailored and implemented - 5000 youth, women and trained on comprehensive mindset tools - 10% of Puntland diaspora reached with mindset strategies to support PDP4 and Puntland development fund.	\$2,500,000

Output 2.4 Increased enrolment of Technical and Vocational Education and Training and Higher Education

Intervention 1: Construct and operationalize additional Technical Secondary Schools in remote and coastal regions	# of Technical Secondary Schools constructed	MOEHE	6 Technical Secondary Schools in Galkacyo, Garowe Bosaso, Waciye and Qardho.	4 additional schools Galdogob, Eyl, Badhan, and Dhahar	4,200,000
Intervention 2: Expand access to higher education and TVET in underserved regions.	% increase in equitable enrolment of TVET and Higher Education Institutions	MOEHE	TVET Enrolment: 6,332 HE Enrolment: 20,100	- TVET Enrollment target (3%) - HE Enrollment target (3%)	\$800,000

Total Budget in Outcome 2 = \$25,374,043

Outcome 3: Equitable and quality education outcomes are enhanced through expanded access to resilient learning infrastructure, adequate teaching and learning materials, and the deployment of qualified and trained teachers.

Output 3.1 A Puntland framework for climate-resilient and inclusive school infrastructure is institutionalized and guides investments in physical learning environments.

Intervention 1: Develop and adopt building standards for climate-resilient schools, including solar power, rainwater harvesting, and ventilation systems.	# of schools/educational facilities constructed, rehabilitated adhering to building standards for climate-resilience.	MOEHE	N/A	100% of new schools adhering to the building standards	\$120,900
Intervention 2: Implement inclusive infrastructure strategies to address physical barriers to education.	# schools with disability and girls' friendly infrastructure (ramps, accessible toilets, learning aids)	MOEHE/IP CECs	5%	- 80 schools in Puntland should be disability friendly by the end of 2030 - 70 schools should have girls' friendly spaces	\$750,000

Output 3.2 A robust system for curriculum-aligned, inclusive, and context-relevant teaching and learning materials is operationalized across all basic education levels.

Intervention 1: Establish a centralized digital platform for implementing, reviewing, and distributing textbooks and supplementary learning materials.	# platforms established and operational.	MOEHE	N/A	1 Centralized digital platform established and operational.	\$230,200
	# textbooks & supplementary materials digitized & uploaded to the education resource platform.	MOEHE	N/A	50% of textbooks and supplementary materials are digitized & uploaded to the Puntland education resource platform.	
	% of schools accessing or using digital learning materials	MOEHE	N/A	25% of schools	
Intervention 2: Integrate climate change, & adopt peace education, civic engagement, and life skills into the curriculum.	# of curriculum subjects revised to include themes on climate change, peace building, civic values, and life skills.	MOEHE	N/A	History, Geography, IRS, Somali, Arabic, English languages, ICT, Business, Government any other	\$98,320
Intervention 3: Establish and operationalize a harmonized curriculum, quality assurance, and accreditation system in TVET & HE.	% of TVET centers and universities implementing standardized, accredited curricula.	MOEHE	N/A	More than 80% of schools/centers and universities use accredited curricula.	\$350,000

Output 3.3 A Sustainable Teaching Professional Workforce Development and Deployment Strategy is implemented to ensure equitable access to qualified teachers, with a focus on gender equity and underserved areas.

Intervention 1: Establish Puntland teaching professional workforce expansion development program.	# of Teacher supply–demand analysis conducted and updated annually.	MOEHE	N/A	1 Teacher supply–demand analysis will be conducted	\$50,000
	# of qualified teachers incorporated in government budget and deployed in underserved and rural areas.	MOEHE	ECE Teachers: 186 Primary Teachers: Secondary teachers: 1,662	The government commits to progressively absorb a minimum of 100 teachers into the education payroll each year.	\$1,440,000
Intervention 2: Scale up pre-service and in-service teacher training colleges with a strong focus on learner-centered pedagogy, digital literacy, and inclusive education.	# of pre-service and in-service teacher training colleges expanded, upgraded, or newly established.	MOEHE	BTEC GTEC PUST	Rehabilitated operational teacher training colleges with all necessary furniture and ICT equipment.	\$1,850,545
	# of teachers trained	MOEHE	N/A	-More than 3,000 teachers trained in GTEC. -More than 70% of teachers meet Puntland qualification standards.	
Intervention 3: Implement career pathways, accreditation, and continuous professional development.	Puntland Teacher Professional Standards and Career Progression Framework operationalized.	MOEHE	- Only 38% of teachers are certified. -Ad-hoc continues professional development (CPD).	- More than 60% of teachers complete CPD by the end of 2030. - More than 500 teachers accredited/promoted.	\$2,980,000
Intervention 4: Promote gender parity in teacher recruitment and leadership roles including offering incentives to female teachers in rural areas.	# of female teachers recruited/promoted and incentivized.	MOEHE	N/A	- 30 female teachers recruited annually - At least 10 female head teachers by the end of 20230 - Government budget allocation for female teachers' incentives.	\$1,440,000 \$20,000 \$450,000

Total Budget in Outcome 3 = \$9,779,965

Total Budget for Education sub-sector = \$47,268,008

PROPOSED STRATEGIC PRIORITIES AND INTERVENTIONS OF HEALTH SUB-PILLAR

Outcome 1: Strengthened health systems governance, coordination, and financing

Output	Key performance Indicators	Responsible agency	Baseline (2026)	Target (2026-2030)	Budget
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Output 1.1 Strengthened health governance, medical regulation, and quality control for a quality and accountable health system

Intervention 1: Review and update health policies, regulations, and service standards.	# of health policies, regulations, and service standards reviewed and updated.	Ministry of Health	- Cost recovery policy (draft) - HRH policy (draft) - Puntland health Policy Framework - FGM Antimedicalization strategy - MOH financial risk Management Policy (Draft) - Health sector strategic plan (HSSP2)	- Mental Health strategy - Cost-recovery policy - Health system strengthening strategy 3 - Human Resources for Health (HRH) policy - Midwifery strategy - Public Private partnership strategy - Private sector regulatory frameworks for licensing - Adolescent Health strategy - Cost NCD strategy	\$300,000
Intervention 2: Strengthen health sector coordination and technical governance through the development and implementation of a Health Sector Compact, regular joint quarterly reviews, and the reactivation of functional technical working groups (TWGs)	Existence of a health sector coordination compact and reactivated functional working group with quarterly reviews and a single annual plan.	Ministry of Health	0	One functional health sector coordination compact implemented annually.	\$300,000
		Ministry of Health	0	Functional technical working groups created and operationalized (RMNCAH, surveillance, supply chain, WASH-in-HCF)	\$200,000
Intervention 3: Develop and enforce regulatory frameworks for licensing, accreditation, and compliance of private health facilities. Puntland Health Professionals Council	- % of Private facilities licensed/accredited - Number of sub-national standards/guidelines developed and disseminated. - # of inspectors/regulatory staff trained and deployed. % of facilities listed publicly as compliant Functional digital registry of licensed private health facilities established and maintained.	Ministry of Health	How much of the private sector are licensed/accredited now	Establishment of a functional health facility regulatory information system (HFRIS) to track registration, licensing, and inspection of all private facilities Develop and disseminate national standards and guidelines for private sector service delivery, including infection control, patient safety, and reporting requirements Build regulatory capacity within the Ministry of Health and regional health authorities through training of inspectors and licensing officers Establish a public reporting mechanism (e.g., quarterly publication or online dashboard) showing licensed and compliant private facilities to enhance transparency and accountability By 2030, ensure all private health facilities are licensed, accredited and regularly monitored for compliance.	\$300,000
Intervention 4: Establish and operationalize a Medical Quality Control and Inspection Unit within the Ministry of Health to oversee medicines, and Laboratories.	Existence of a functional Medical Quality Control and Inspection Unit within the Ministry of Health.	Ministry of Health	0	One fully functional Medical Quality Control and Inspection Unit established and operational by 2030.	\$400,000

Intervention 5: Introduce innovative health financing mechanisms, including community-based financing, public–private partnerships, and user-fee waivers or vouchers.	# of regions with at least one functional innovative financing scheme. Health financing policy framework developed and endorsed.	Ministry of Health	0	Establish and operationalize at least one innovative health financing mechanism (e.g., community-based health insurance, PPP, or maternal voucher system) in each region of Puntland by 2030 Develop and adopt a legal and policy framework to guide community-based and PPP health financing models	\$200,000
Intervention 6: Strengthen community engagement, education, and enforcement of anti-FGM laws to eliminate the practice	# of community dialogues and awareness campaigns conducted on FGM prevention	Ministry of Health/Ministry of Women and Family Affairs	Medium level awareness	Community awareness on FGM/C increased Increase 80% of the current FGM/C Awareness	\$300,000

Output 1.2 Unified digital health information system established and operational for all health facilities in Puntland

Intervention 1: Improve the District Health Information System (DHIS2) by fully or partially integrating all vertical health programs into the platform.	# of vertical programs fully or partially integrated to DHIS2 at all public health facilities % of facilities submitting complete monthly reports on time	Ministry of Health	- Vertical programs to be included in the DHIS2	Integrate all key vertical health programs (e.g., EPI, RMNCAH, Nutrition, TB/HIV, Malaria, and WASH) into the DHIS2 platform by 2030. Ensure 100% of public health facilities are reporting timely and complete data through DHIS2	\$300,000
Intervention 2: Integrate private health facilities into the national DHIS2 platform and harmonize the Health Management Information System (HMIS) across public and private sectors.	% of private health facilities integrated into DHIS2 and contributing to the unified digital health information system.	Ministry of Health	- No private sector included in the DHIS2	At least 60% of both public and private health facilities integrated and actively reporting through the unified DHIS2 platform.	\$200,000
Intervention 3: Produce and disseminate an annual HMIS report with clear, evidence-based recommendations to all health stakeholders.	# of annual HMIS reports with evidence-based recommendations disseminated to all health stakeholders.	Ministry of Health	0	One comprehensive HMIS report produced and disseminated annually through 2030 (total of 6 reports).	\$50,000
Intervention 4: Implement a comprehensive digital system to replace paper-based data collection tools across health facilities.	% of health facilities and districts using the upgraded digital system	Ministry of Health	17%	70% of health facilities and districts using the upgraded digital system	250,000

Output 1.3 Disease surveillance system strengthened for faster detection and response to health threats.

Intervention 1: Train health workers and rapid response teams on early detection, case investigation, and outbreak management.	# of health workers and RRT members trained on disease surveillance and outbreak response.	Ministry of Health		30% of health workers and RRTs trained in early detection, case investigation, and outbreak management.	\$400,000
Intervention 2: Strengthen public health Laboratory network capacity and sample referral networks across regions to support timely disease confirmation and response.	# of regional Laboratories upgraded and fully functional for disease confirmation	Ministry of Health	2	7 of regional Laboratories upgraded and operational.	\$600,000

Total Budget in Outcome 1 = \$3,800,000

Outcome 2: Improved accessibility and equity in health care service delivery

Output 2.1 Improved coverage, access, and quality of the Essential Package of Health Services (EPHS) to reduce maternal and child morbidity and mortality.

Intervention 1: Rehabilitate and expand primary healthcare facilities to ensure equitable access, particularly in rural, coastal, and underserved areas	# of primary healthcare facilities rehabilitated or newly constructed in underserved areas.	Ministry of Health	40 health facilities per year (estimated yearly rehabilitation or expansion)	200 health facilities rehabilitated or expanded including identified underserved areas have functional primary healthcare facilities by 2030	\$5,000,000
Intervention 2: Increase coverage of Basic and Comprehensive Emergency Obstetric and Newborn Care (BEmONC and CEmONC) services across Puntland.	% of health facilities providing fully functional BEmONC and CEmONC services.	Ministry of Health	BEmONC 114(70%) CEmONC 18 (64%)	90% of districts have designated health facilities providing fully functional BEmONC and CEmONC services.	\$3,000,000
Intervention 3: Ensure consistent availability of medicines, medical supplies, reagents, vaccines, and pharmaceutical equipment across all health facilities	% of health facilities with uninterrupted stock of essential medicines, supplies, vaccines, and equipment.	Ministry of Health	40%	90% of health facilities maintain continuous availability of essential medicines, medical supplies, vaccines, and equipment.	\$12,000,000
Intervention 4: Strengthen routine immunization services, conduct outreach campaigns, and enhance cold chain and vaccine supply management to improve EPI coverage.	% of children under one year fully immunized according to the national EPI schedule	Ministry of Health	64%	Achieve 80% full immunization coverage for children under one year across Puntland by 2030.	\$12,000,000
Intervention 5: Improve sanitation and hygiene systems and facilities in communities/towns to reduce waterborne disease outbreaks.	% of households with improved sanitation	Ministry of Energy, Minerals & Water (MoEMW)	32% households using at least basic sanitation	60% of households with improved sanitation	\$10,000,000
	Integrated sanitation & hygiene information system operational under HMIS	Ministry of Health	No sanitation or hygiene data currently integrated or reported through HMIS; no WASH indicators in routine health information system	HMIS-WASH module fully integrated, reporting monthly data statewide	
	# of FSM systems that are regulated	Municipalities + MoEMW	No regulated FSM system; majority of sludge disposed informally	FSM chain in 8 towns	
	% of solid waste safely collected	Municipalities + Ministry of Local Government (MoLG)	Low collection efficiency; unsafe dumping common	+50% efficiency	
	% of schools with adequate sanitation	Ministry of Education (MoE)	Baseline not available in dataset	60% schools meet standard	
	% of health facilities with functional sanitation	Ministry of Health (MoH)	Baseline not available in dataset	60% facilities	

	# of functional public toilets	Municipalities + MoLG	Public toilets extremely limited	Public toilets in 15 towns	
	% of households with basic handwashing facilities	MoH + MoEMW	Basic hygiene service access ranges from 0%–16%	70% households	
	% of households with adequate hygiene knowledge	MoH + Ministry of Information (MoINFO)	Low hygiene knowledge; limited outreach despite 68% reporting handwashing	75% communities reached	
	# of schools/CHW programs conducting hygiene promotion	MoE + MoH	Baseline not available in dataset	80% schools & CHW zones	
	# of hygiene/sanitation reporting systems operational	MoEMW + MoH + MoLG	No routine hygiene/sanitation reporting system	Integrated by 2027	
	# of annual hygiene/sanitation monitoring cycles conducted	MoEMW + MoH + Puntland Statistics Department (MoPD)	No annual hygiene/sanitation monitoring mechanism	Annual assessment	

Output 2.2 Skilled health workforce strengthened through improved training, education, and expansion

Intervention 1: Strengthen the health workforce through continues capacity building and recruitment of midwives, nurses, and doctors to meet service delivery needs.	# Midwives, nurses, and doctors trained and recruited	Ministry of Health	1,000 trained personnel available now (aiming to add another 1,000)	At least 1,000 midwives, nurses, and doctors trained and recruited across Puntland by 2030	\$1,000,000
Intervention 2: Prioritize deployment of qualified medical staff in underserved districts and communities, ensuring that underserved areas have adequate medical personnel.	# of medical staff deployed to underserved districts and communities.	Ministry of Health	30%	90% underserved districts and communities staffed with the required number of qualified medical personnel.	\$500,000

Output 2.3 Tertiary health services improved through upgraded infrastructure, specialization, and modern equipment.

Intervention 1: Establish referral hospitals with specialized medical professionals to reduce out-of-country medical referrals.	# of referral hospitals established and operational in Puntland	Ministry of Health	0	1 referral hospitals established as PPP	\$12,000,000
	# of specialized medical staff recruited and retained at the referral hospital	Ministry of Health	Not yet established	Specialized staff recruited and retained (Cardiologist, Neurologist, Orthopedic and Trauma Surgeon, Urologist, Oncologist, Nephrologist, Gastroenterologist, Intensive Care Specialist, Pathologist, Neonatologist, ENT Specialist. Biomedical Engineer, etc.)	
Intervention 2: Train and deploy specialized medical personnel, including surgeons, pediatricians, and intensivists, to tertiary and referral hospitals.	# of specialized health professionals deployed to tertiary and referral hospitals	Ministry of Health		Referral hospitals staffed with the required specialized personnel	\$1,000,000
Intervention 3: Upgrade existing regional hospitals with specialized tertiary services and modern medical equipment	# of regional hospitals upgraded with specialized tertiary services and modern equipment	Ministry of Health	Garowe Hospital was upgraded and equipped	3 regional hospitals upgraded and equipped	3,000,000

Output 2.4 Strengthened prevention and management of non-communicable diseases (NCDs), including mental health.

Intervention 1: Integrate NCDs and mental health services into primary health care (PHC) and build the capacity of primary healthcare workers	% primary healthcare facilities with approved NCDs and mental health SOPs and are in use.	Ministry of Health	Non- exist	50% of PHC facilities have approved NCDs and MH guidelines and SOPs in use by 2030	\$200,000
	# of districts with PHC facilities providing NCDs and MH screening & basic management.	Ministry of Health	282 health facilities (HC=174, PHU=60,	50% of districts have at least one PHC facility providing MH screening and basic management by 2030	
	# Primary healthcare workers trained and certified in NCDs and MH care.	Ministry of Health	DH=23, and RH=5)		
Intervention 2: Facilitate the availability of essential NCD and MH medicines and supplies at primary healthcare facilities	# facilities reporting adequate NCDs and MH commodity supplies.	Ministry of Health	28 hospitals (DH=23, and RH=5)	50% of PHC facilities report adequate NCDs and MH commodities	\$500,000
Intervention 3: Establish NCD and MH referral mechanisms between community-based support systems, primary, secondary, and specialized NCD and mental health centers.	% of primary healthcare facilities with functional NCDs and MH referral mechanisms.	Ministry of Health	28 hospitals (DH=23, and RH=5)	50% of PHC facilities have functional referral pathways	\$200,000
Intervention 4: Conduct community awareness and sensitization campaigns to reduce NCD common risk factors and MH stigma.	# of districts or communities reached with NCDs and MH awareness and sensitization campaigns.	Ministry of Health	0%	80% of districts conduct annual NCDs and MH awareness campaigns	\$200,000

Total Budget in Outcome 2 = \$60,600,000

Outcome 3: Maternal, adolescent, infant, and young child nutrition improved.

Output 3.1 Reduced acute malnutrition and micronutrient deficiencies among women, adolescents, and children through strengthened nutrition services and data systems.

Intervention 1: Enhance maternal, adolescent, and child nutrition through Iron-Folic Acid (IFA) and Multiple Micronutrient Supplements (MMS) supplementation, IYCF promotion, and community nutrition education.	% of pregnant women and adolescent girls receiving IFA/MMS supplements	Ministry of Health	No established data but reports indicate lower level receive of IFA/MMS	70% of pregnant women and 50% of adolescent girls receive IFA/MMS supplements	\$1,000,000
	% of mothers of children under 2 years reached with IYCF counseling and support.	Ministry of Health	About 30% of mothers mostly visits in health facilities receive counselling and support.	80% of mothers of children under 2 receive IYCF counseling and support	
	% of communities reached with nutrition and hygiene SBCC campaigns.	Ministry of Health	40 % of communities were reached.	75% of communities reached with nutrition and hygiene SBCC campaigns	
Intervention 2: Integrate nutrition indicators into DHIS2, conduct routine data quality checks, sentinel growth monitoring, and map hot spots to guide targeted interventions.	% of health facilities reporting complete and accurate nutrition data in DHIS2	Ministry of Health	50% of facilities reports	100% of facilities reporting accurate and complete data	\$500,000
	# of sentinel growth monitoring sites established and operational.	Ministry of Health	2	15 sentinel growth monitoring sites established and operational	
	# of malnutrition hot spots mapped and updated annually.	Ministry of Health	Not regular mapping arrangement	Annual mapping and updating of malnutrition hot spots in all regions starting 2026	
Intervention 3: Conduct seasonal and region-based SMART nutrition surveys to monitor child nutrition trends and guide evidence-based programming.	# of SMART nutrition surveys conducted per year across Puntland regions.	Ministry of Health	Two SMART surveys per year.	10 SMART Surveys conducted	\$200,000
Intervention 4: Integrate nutrition services with immunization programs to monitor and improve service quality and coverage.	% of health facilities providing integrated nutrition and immunization services.	Ministry of Health	No official reported data but most of health facilities provide integrated nutrition and immunization services.	85% of health facilities provide integrated nutrition-immunization services	\$150,000
	% of children under five receiving both immunization and nutrition services during the same visit.	Ministry of Health	The Puntland Report 2020 shows that only 9% of children aged 12–23 months were fully vaccinated.	75% of under-five children receive both services during same visit	

Total Budget in Outcome 3 = \$1,850,000

Total Budget for Health Sub-pillar = \$66,250,000

PROPOSED STRATEGIC PRIORITIES AND INTERVENTIONS OF CLEAN AND SAFE WATER ACCESSIBILITY SUB-PILLAR

Outcome 1: Equitable access to safe, affordable, and climate-resilient water in Puntland through sustainable systems and community ownership.

Output	Key performance Indicators	Responsible agency	Baseline (2026)	Target (2026-2030)	Budget
Output 1.1 Strengthen water governance and coordination to ensure sustainable, equitable, and well-managed water services					
Intervention 1: Review and update water policies and standards aligned with Puntland Water Act.	# of policies, regulations, and service standards reviewed and updated.	MoEMW/PWD A	- Water policy - Drafted PPP Policy - Water Act	- Development of Rural Water supply policy - Puntland Water Quality Monitoring law - Validation of PPP policy - Water Sector PPP law - Development of water sector strategy - Development of hydrologist Act - Development of water sanitation Policy - Development of Puntland Water Quality standards.	\$500,000
Intervention 2: Establish transparent waterpoint management systems (PPP and local community committees), including tenure licensing and clear operational guidelines.	# of community water supply management committees/operators established and trained to manage rural water facilities.	MoEMW/PWD A	2000	2250	\$100,000
Intervention 3: Introduce affordable and sustainable user fee models and strengthen local fundraising mechanisms for operations and maintenance.	# of water schemes implementing sustainable user fee models	MoEMW/PWD A	400	450	\$200,000
Output 1.2 Expand and upgrade water supply systems in Puntland to ensure reliable, safe, and climate-resilient access.					
Intervention 1: Construct climate resilient water points (boreholes, shallow wells, subsurface dams, storage facilities) in drought-prone and underserved areas.	# of successful deep boreholes drilled and equipped	PWDA	400	50 successful deep boreholes drilled and equipped by the end of 2030	\$26,000,000
	# of climate-resilient surface water infrastructure (sand dams and earthen dams) constructed and rehabilitated	PWDA	33	16 new water catchment facilities will be constructed before the end of 2030.	\$3,000,000
Intervention 2: Upgrade and rehabilitate aging systems and conduct routine maintenance and monitoring.	# of water points rehabilitated or upgraded and are fully functional	PWDA	420	300 water points will be upgraded and rehabilitated as well.	\$10,000,000
Intervention 3: Integrate renewable energy technologies (solar-powered pumping and desalination) into water systems to reduce carbon footprint	% of water systems using renewable energy technologies	PWDA	276	174 water system will be installed solar system	\$5,250,000

Intervention 4: Implement master plans and expand water supply systems in major urban and peri-urban areas, integrating climate-smart technologies for sustainability.	# of urban and peri-urban areas with updated and implemented water supply master plans.	PWDA	5	10 new water supply master plans will be developed before the end of 2030	\$9,000,000
Intervention 5: Install rainwater harvesting systems, prioritizing public facilities such as schools, health centers, and community buildings in rural areas	# of rural public facilities equipped with functional rainwater harvesting systems.	PWDA	0	250 rural public facilities will be equipped with functional rainwater harvesting systems	500,000
Interventions 6: Procure and supply of Two drilling Rig with capacity (800m depth).	# of Successful procurement and supply of two drilling rigs purchased	MoEMW/PWDA	0	Successfully procurement and supply of two drilling rigs purchased by the end of 2030	\$800,000

Output 1.3 Water quality improved across Puntland through strengthened water safety management systems.

Intervention 1: Establish Puntland water production, quality, and infrastructure information management system (WIMS).	# of areas using upgraded WIMS digital systems	PWDA	0	50% of water facilities and districts using the upgraded digital system	\$50,000
	# of % water production and consumption data integration mapped	PWDA	0	50% of districts submit complete and timely reports.	
Intervention 2: Establish and operationalize regional water quality Laboratories to conduct regular testing of salinity, microbial, and chemical contaminants.	# of regional water quality Laboratories established and functional.	MoEMW/PWDA	2	3 new regional Laboratories will be established	\$1,000,000
Intervention 3: Implement and expand small- to medium-scale water desalination systems in coastal and saline-affected areas.	# of functional desalination units installed	MoEMW/PWDA	8	10 new water desalination schemes will be constructed	\$4,200,000

Output 1.4 Research and Development for Sustainable Water Management Strengthened

Intervention 1: Conduct comprehensive hydro-geological mapping, watershed data, and continuous groundwater monitoring in strategic catchment areas	# of comprehensive hydro-geological mappings, watershed data reports, and groundwater monitoring held	MoEMW/ PWDA	400 sites have been surveyed and drilled	68 new sites will be surveyed (18 water dams and 50 deep boreholes)	\$300,000
Intervention 2: Strengthen the IMC's water information management system by integrating survey, hydro-geological, and watershed data into a centralized system.	# of Centralized water database established and operational	IMC	0	Established and operational water database system by the end of 2025	\$50,000
Intervention 3: Conduct regular water safety assessments and enforce Puntland water quality standards across all water supply systems.	# of water safety assessments conducted and water quality standards trainings held across all water supply systems	PWDA	400 water have been monitored	Water quality assessment is carried on regular basis, then, 468 (400 BH, 18 dams, 50 new BH)	\$300,000

Total Budget for Access to clean water = \$61,250,000

PROPOSED STRATEGIC PRIORITIES AND INTERVENTIONS OF LABOUR MARKET DEVELOPMENT, EMPLOYMENT CREATION AND SOCIAL PROTECTION SUB-PILLAR

Outcome 1: Strengthened Labour and social protection governance and market systems for decent work and inclusive economic growth through improved policy, regulation, and institutional coordination.

Output	Key performance Indicators	Responsible agency	Baseline (2026)	Target (2026-2030)	Budget
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Output 1.1: Labour laws and employment policies reviewed and harmonized for fair and inclusive work environments

Intervention 1: Review and update labour and social protection legislations and regulations.	# of labour policy and regulations reviewed.	MOLSA	-PL Labour Law #5 -PL Private Labour Law #32 + 10 other civil service and public administration instruments	- The sector has 12 policies/acts of which 6 of them require review.	\$70,000
Intervention 2: Develop new policies and laws	# of new sector policy and regulatory frameworks developed	MOLSA	-12 PA policies -MOLSA FY strategic Plan -Social Protection Strategy	- Puntland Employment Policy - Social Protection Policy – comprehensive legal framework governing safety nets, pensions, social insurance - Name others	\$120,000
Intervention 3: Facilitate multi-stakeholder coordination platforms including humanitarian actors, government agencies, and civil society.	# of coordination meetings conducted.	MOLSA	Quarterly Social Protection Coordination Meetings	- 4 Coordination meetings held annually - All stakeholders for labour market and employment creation - 1 annual joint job fair organized.	\$210,000
Intervention 1: Customize and implement Puntland-owned Unified Social Registry (USR).	Functional USR system	MOLSA,	USR System exist, not dedicated platform for Puntland.	-Digital beneficiary management systems introduced & aligned with USR, data-sharing protocols, mobile payment platforms and dashboards.	\$60,000
Intervention 4: Strengthen social dialogue & awareness campaigns with workers & employers on rights, obligations of employees and grievance mechanism	# of social dialogue forums conducted	MOLSA	No social dialogue and engagements on labour rights	-1 social dialogue or consultation meeting held annually	\$60,000
	awareness campaigns conducted.	MOLSA	No regular awareness raising on rights, obligations & grievances mechanisms	-Dedicated awareness messages & social dialogues agenda mainstreamed with regular meetings.	

Output 2.2 Labour inspection, compliance monitoring, and wage policy enforcement strengthened through institutional capacity, digital systems, and promotion of decent work standards.

Intervention 1: Establish and operationalize functional labour inspection and compliance system	# of trained labour inspectors deployed across levels.	MOLSA	Less than 5 trained inspectors No disaggregated available No unit at the regions.	-Establish inspection unit, procedures and enforcement mechanism. -40 trained and accredited staff at the centre and regions	\$200,000
	# of workplace inspections & compliance audits conducted annually.	MOLSA	No regular compliance & inspection audits	-720 inspection and compliance audits carried out annually.	\$720,000
	# of labour disputes resolved through formal or ADR mechanisms.	MOLSA	MOLSA maintains ad hoc ADR committees per case. Fewer formal and ADR	-Formal & ADR mechanisms established -Regular and transparent structure -More 150 disputes resolved	\$12,000
Intervention 2: Digitize the Labour compliance monitoring system and link it with licensing, certification, and social protection programs	Functional digital Labour compliance monitoring system established.	MOLSA	No digital system Manual paper-based reporting	-Functional digital Labour compliance monitoring system established and linked to licensing and social protection platforms	\$75,000

Intervention 3: Promote decent work principles through awareness campaigns, and enforcement.	% of inspected workplaces complying with standards	MOLSA	Puntland Decent Work Guidelines	-1 comprehensive Decent work assessment undertaken -10 Decent work guidelines dissemination workshops -50% inspected employers compliant.	\$150,000
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Output 2.3 A functional Labour Market Information and Skills Matching System established and used to align TVET programs, employment services, and workforce planning with Labour market demand.

Intervention 1: Establish and operationalize Labour market information systems	Puntland LMIS platform established, & functional	MOLSA MOEHE	No regular LMA No Available recent data	-A total of 5 LMA conducted by 2030 -Enterprise-based TVET curricula revised or developed based on Labour-market data. Partly to be done by MOEHE.	\$125,000
Intervention 2: Conduct regular Labour market and enterprise surveys.	# of Labour market and enterprise surveys conducted	MOLSA	No Available recent data	-Annual labour market and enterprise surveys conducted	\$50,000
Intervention 3: Link LMIS with TVET institutions, job matching platforms and career centres.	% of TVET programs aligned with LMA-identified demands.	MOLSA	No Available recent data	-50% of TVET institutions supply aligned with market demand	-
Intervention 4: Build institutional capacity of MoLSA, Moe HE, and Labour market stakeholders	# of MDA staff & employment officers trained	MOLSA MOEHE	No Available recent data	-40 government staff and trained in labour market and data analysis & in data management, analysis, and use for evidence-based policy and program design.	\$60,000

Total Budget in Outcome 1 = \$1,912,000

Outcome 2: Expanded Access to Employment and Livelihood Opportunities for Youth, Women, PDW and other Vulnerable Groups Through Integrated Job Creation and Livelihood Schemes that Combine Short Term Labour Opportunities and Longer-Term Enterprise and Skills Development.

Output 1.1 Labour-intensive public works, entrepreneurship, and MSME development programs scaled for youth, women, IDPs, and other vulnerable populations through community-based infrastructure rehabilitation, business incubation, start-up financing, and mentorship to create sustainable pathways for employment, income generation, and resilience.

Intervention 1: Promote inclusive livelihood and entrepreneurship development through start-up grants, business incubation, mentorship, and asset-transfer programs.	# of individuals supported with start-up grants	MOLSA, MOCII	0	5000 youth and women supported with start-up grants	\$5,000,000
	# of business incubation centres established.	MOLSA, MOCII	0	- 10 incubation centres in 10 districts - Mentorship programs are available in centres - 125 youth benefited asset transfers	\$1,400,000
	# of enterprises established or expanded through the program led by youth and Women.	MOLSA, MOCII	0	50 enterprises established or expanded.	\$10,000,000

Total Budget in Outcome 2 = \$16,400,000

Outcome 3: Inclusive and shock-responsive social protection systems established to reduce vulnerability and enhance resilience through government-led programs that link social assistance with livelihoods and respond to shocks, to support the most vulnerable groups, and curb the increasing climate-related crisis in frequency and severity.

Output 3.1 Shock-responsive and adaptive social assistance programs expanded to vulnerable populations through targeted cash transfers and public assistance programs.

Intervention 1: Scale up social assistance programs for all including Military orphans & disabled veterans.	# of beneficiaries covered under social assistance programs	MOLSA, PATERNS	Less than 4,000 beneficiaries Ad hoc, unpredictable financing Donor reliant funding	-30,000 vulnerable individuals receiving direct assistance by 2030 including orphaned & vulnerable children, widows of Almaskad martyrs, IDPs, persons with disabilities, elderly with young children and women-headed households.	\$85,000,000
Intervention 2: Established Community, private and public contributed Military Orphans and Disabled Soldiers Welfare Fund.	# of military orphans and disabled soldiers benefiting from the welfare fund annually. Total funds mobilized by all public, private and community actors.	MOF, MOS&DDR, MoWDFA	Such fund is not currently established	Military Orphans and Disabled Soldiers Welfare Fund established by 2026. 1,200 military orphans and disabled soldiers' households will be supported from this fund by 2027-2030	\$17,280,000
Intervention 3: Formulate, validate and Implement Guidelines and Frameworks for the Care and Protection of Children	# of guidelines and frameworks developed and implemented, and the percentage of stakeholders trained on these guidelines.	MOWDAFA	Doesn't exist	Develop and implement 5 comprehensive child care and protection framework and guidelines.	\$50,000
Intervention 4: Enhance the Child Protection System	% of stakeholders currently trained in child protection protocols prior to the enhancement of the system.	MOWDAFA	% of stakeholders currently trained in child protection protocols prior to the enhancement of the system.	Establish at least 15 inter-agency collaborations focused on child protection issues, with a minimum of 4 joint initiatives or meetings held per year. Achieve a 30% reduction in the number of cases of child abuse and neglect reported annually compared to the baseline year. Ensure that 85% of children identified as needing protection have access to child protection services within their communities.	\$200,000
Intervention 5: Expand and operationalize 5 Interim care houses for children	# of interim care houses operational and the number of children placed in these facilities.	MOWDAFA	4 centers are currently available with a capacity of 30 children each, a protection assessment conducted in 2024 identified approximately 5000 children are reported as unaccompanied and are faced with multifaceted protection in the regions	Have all 5 interim care houses operational by 2026, accommodating at least 1,000 children annually	\$2,000,000
Intervention 6: Operationalize 6 one stop centers located in Bari, Mudug, Sanag and Nugaal	# of one-stop centers operational and the number of children and families accessing GBV services at these centers.	MOWDAFA	Currently only one one stop center works in Eyl	Ensure all 6 one-stop centers are fully operational by 2026, serving at least 15,000 children and families per year	750,000
Intervention 7: Implement community-based social care mechanisms.	Number of welfare centres established	MOLSA,	No social care schemes Eroded traditional Somali systems	-10 regional welfare centres established by 2029 to improve access to welfare services at the local level for elder.	\$600,000

Intervention 7: Develop climate-adaptive social protection mechanisms, such as drought-linked transfers and early warning system triggers.	# of climate-adaptive projects operationalized.	MOHADMA, MOLSA, PATERNS	Ad hoc, unpredictable financing Donor reliant funding	100% of social assistance beneficiaries with timely assistance triggered by early warning systems	-
	% of beneficiaries assisted.	MOHADMA, MOLSA, PATERNS	No accurate data		

Output 3.2 Sustainable financing strategies and delivery partnerships strengthened.

Intervention 1: Strengthen implementation of social protection resource mobilization and financing Framework.	# of budget increment dialogue sessions held	MOLSA MOHADMA	Framework to be drafted during the plan period. Non-conducted	-5 fiscal space or expenditure reviews and budget lobby sessions conducted to assess affordability of priority programs.	\$80,000
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Intervention 2: Enhance delivery partnerships with key sector donors and partners	# of joint funding or co-financing agreements signed with donors	MOLSA Donors MOF	Fragmented and not streamlined with government strategy	-Formalize all partnership through treasury single account.	-
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Output 3.3 Empowering and protecting people with disabilities to achieve full inclusion and participation in the society

Intervention 1. Strengthen disability inclusion and rights	% of institutions implementing disability inclusive policies.	PDA MOHADMA, MOLSA	Less than 10\$	-50% of institutions with disability inclusive policies.	-
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Intervention 2. Increase socio-economic inclusion of persons with disabilities	# of schemes dedicated to the employment, access to finance, protection for PWD.	PDA MOHADMA, MOLSA MOWDAFA	Fewer beneficiaries through NGOs.	At least 1 flagship project dedicated for persons with disabilities by the end of 2030.	\$100,000
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Total Budget in Outcome 3 = \$106,060,000

Total Budget for LABOUR MARKET DEVELOPMENT, EMPLOYMENT CREATION AND SOCIAL PROTECTION = \$124,372,000

PROPOSED STRATEGIC PRIORITIES AND INTERVENTIONS OF HOUSING AND URBANIZATION SUB-PILLAR

Outcome 1: Strengthened Urban Planning and Land Management Systems

Output	Key performance Indicators	Responsible agency	Baseline (2026)	Target (2026-2030)	Budget
Output 1.1 Policy and Regulatory frameworks for urban planning, land tenure, and construction regulation including municipal land registries, GIS mapping, and urban zoning plans revised, digitized and enforced.					
Intervention 1: Review and update the Puntland Urban Regulatory Framework to align with current urbanization dynamics and development needs.	# of Revised Urban Policy & Regulatory Framework of Puntland approved and disseminated and municipalities implementing the updated urban regulations	MOPWHR	Outdated urban Regulatory Framework	- Puntland Urban Regulatory Framework Reviewed and Implemented.	\$12,000
Intervention 2: Implement the Building Permit Framework of Puntland to ensure compliance with construction standards and urban safety codes.	% of new constructions adhering to the Building Permit Framework	MOPWHR	0	- All new constructions in main urban centers adhering to the Building Permit Framework. - Compliance audits undertaken	\$10,000
Intervention 3: Establish GIS-based municipal land registries in major cities such as Bosaso and Garowe to enhance transparency and efficiency in land management.	# of local governments with established urban governance and land management units.	MOPWHR	Garowe and Bosaso	- Galkacyo, Qardho, Badhan, Burtinle, Dhahar, Galdogob adopted and institutionalized GIS-based municipal land registries	\$600,000
Intervention 4: Develop and update urban master plans and zoning schemes to reflect current demographic trends and rapid urban expansion.	# of updated or newly developed urban master plans and zoning schemes approved by authorities.	MOPWHR	Garowe Master Plan	- Urban Master Plan Developed and Institutionalized for Bosaso, Galkacyo, Qardho and Eyl districts. -	\$200,000
Output 1.2 Capacity Development Programs Designed and Implemented for Local Governments on Urban Governance.					
Intervention 1: Conduct specialized training for local government staff on urban master planning, zoning, and GIS mapping techniques.	# of local government staff trained in GIS mapping, zoning, and master planning	MOPWHR/ALGA PL & MOI	Garowe and Bosaso	All A and B districts staff trained in GIS mapping, zoning, and master planning.	\$300,000
Intervention 2: Provide continuous professional development & capacity building for local governments staff in effective urban infrastructure planning, design, and administration for sustainable urban development.	# of local governments trained/participating in professional development programs annually.	MOPWHR/ALGA PL	N/A	- Municipal officers on land management, urban design, and spatial planning.	\$60,000
Intervention 3: Train municipal authorities on the application and enforcement of existing laws, regulations, and policies related to urban governance and infrastructure management.	# of municipal staff trained on urban governance/infrastructure management laws and regulations.	MOPWHR	TBD	- 150 locals and municipal officers on existing laws, regulations, and policies.	\$30,000

Total Budget in Outcome 1 = \$1,212,000

Outcome 2: Resilient Urban Infrastructure and Service Delivery

Output 1.1 Investments in waste management, roads, and utilities in high-risk informal settlements.

Intervention 1: Establish integrated solid waste management systems and develop sustainable landfill sites across all Puntland districts.	# of districts with functional solid waste management systems, landfill sites for sustainable waste disposal.	LG	0	10 major districts in Puntland with sustainable landfills.	\$750,000
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Output 2.2 Urban WASH and public space development integrated into city upgrading plans.

Intervention 1: Integrate international WASH standards into city upgrading and urban development plans.	# of city upgrading plans incorporating international WASH standards.	MOPWHT	0	Garowe, Galkacyo, Bosaso, Qardho.	\$15,000
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Intervention 2: Develop safe, inclusive, and green public spaces within densely populated settlements to improve urban livability and social cohesion.	# of public parks, recreational areas, or green spaces developed or rehabilitated.	LG	1 public park in Garowe	Galkacyo, Bosaso, Qardho. Galdogob, Eyl, Burtinle, Bocame, Badhan and Dhahar	\$270,000
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Output 2.3 Community-led urban upgrading projects supported in low-income and IDP-hosting neighborhoods.

Intervention 1: Mobilize and empower neighborhood committees to jointly design and implement urban upgrading projects in collaboration with municipalities.	# of neighborhood or community committees established and trained for participatory urban planning.	LGs	0	10 community committees established and trained in Garowe, Galkacyo, Bosaso, Qardho.	\$50,000
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Intervention 2: Provide small grants and technical support for community-driven projects such as waste bins/collection points, street lighting, and drainage cleaning & rehabilitation, and public space maintenance.	# of community-led upgrading projects supported through small grants with % of households reached through community-driven infrastructure improvements.	LGs	0	10 projects in main cities with community-projects	\$600,000
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Total Budget in Outcome 2 = \$1,685,000

Total Budget for HOUSING AND URBANIZATION = \$2,897,000

PROPOSED STRATEGIC PRIORITIES AND INTERVENTIONS OF YOUTH EMPOWERMENT AND SPORTS SUB-PILLAR

Outcome 1: Strengthened sports systems and infrastructure for youth development and social cohesion

Output	Key performance Indicators	Responsible agency	Baseline (2026)	Target (2026-2030)	Budget
Output 1.1 Sports governance, coordination, and financing strengthened					
Intervention 1: Review and update youth and sports policies, regulations, and service standards.	# of Policies, regulations and standards reviewed	Ministry of Youth and Sports (MOYS), Puntland Football Association (PFA)	- Puntland Sports Policy (draft)	- Approve the Puntland sports policy - Physical Education (fitness and growth) policy - School Sports Policy	\$60,000
Intervention 2: Develop inclusive policies and guidelines to ensure equal access for girls, boys, and marginalized youth.	# of inclusive Youth Policies developed	Ministry of Youth and Sports (MOYS)	-1	- 1 inclusive policy framework for ensuring youth equal access to opportunities developed by the end of 2030	\$30,000
Intervention 3: Develop and implement a Sports Governance Framework outlining standards for management, transparency, and accountability in sports associations	# of Sports governance frameworks implemented	Ministry of Youth and Sports (MOYS) and Puntland Football Association (PFA)	0	- Developed and implemented Sports Governance Framework outlining standards for management, transparency, and accountability in sports associations	\$10,000
Output 1.2 Inclusive and sustainable sports and cultural facilities improved, with increased participation of girls and youth.					
Intervention 1: Construct two advanced artificial turf stadiums that meet international standards	# of advanced artificial Tur stadiums constructed	Ministry of Youth and Sports (MOYS) and Puntland Football Association (PFA)	3 artificial turfs (Galkayo, Garowe, and Bosaso) are now fully functional.	- Build two artificial turf stadiums in Gardho and Baran in the coming five years.	\$2,000,000
Intervention 3: Build and dedicate at least one stadium designed to promote female participation in sports	# of stadiums designated to promote female participation in Sports	Ministry of Youth and Sports (MOYS) and Puntland Football Association (PFA)	1 (Garowe Girls basketball court)	- 2 New Stadium designed to promote female participation in sports in Puntland (Galkayo and Bosaso).	\$1,200,000
Output 1.3 Youth and sports institutions strengthened to deliver inclusive programs					
Intervention 1: Build the capacity of youth and sports institutions through training, staffing, and resource allocation	# of institutions strengthened their capacity to perform Sports	Ministry of Youth and Sports (MOYS)	10	15 institutions strengthened their capacity to perform Sports within 5 years	\$200,000
Intervention 2: Integrate school-based sports programs for both boys and girls to nurture talent and encourage participation	# of schools integrated School-based sports programs and models	Ministry of Youth and Sports (MOYS) MOWDAFA	10	15 schools integrated to School-based sports programs and models	\$100,000
Intervention 3: Advocate and engage stakeholders to increase government and private sector funding by integrating sports development into state and local budgets and resource allocation plans.	% of the budget allocated for integrating Sports development from government and the private sector	Ministry of Youth and Sports (MOYS)	0%	1% of the government budget allocated to youth development	-

Output 1.4 Youth drug use, substance abuse, and irregular migration (Tahriib) reduced

Intervention 1: Strengthen collaboration with families, schools, and religious/community leaders to provide positive role models	# of community platforms engaging families, schools, and religious leaders in youth mentorship initiatives	Ministry of Youth and Sports (MOYS), MOLSA and MOE	20	40 community mentorship platforms established in collaboration with families, schools, and religious leaders promoting positive role models for youth	\$200,000
Intervention 2: Strengthen school-based prevention programs and integrate drug/migration awareness into curricula.	# of workshops forums to combat drug addictions	Ministry of Youth and Sports (MOYS), MOLSA and MOE	0	50 school-based workshops conducted on drug prevention and irregular migration awareness within integrated curricula	\$300,000
Intervention 3: Organize sports, cultural events, and community activities to keep youth engaged in positive alternatives.	# of sports, cultural, and community events organized for youth engagement	Ministry of Youth and Sports (MOYS) and Puntland Football Association (PFA)	4	8 youth-led sports, cultural, and community engagement events organized as positive alternatives to risky behaviors	\$250,000
Intervention 4: Train local social workers and health staff to offer basic counseling and referral support for at-risk youth.	# of social workers and health staff trained in youth counseling and referral support	Ministry of Youth and Sports (MOYS), MOH, MOLSA	0	3 local social workers and health staff trained in basic youth counseling and referral mechanisms for at-risk youth	\$40,000
Intervention 5: Engage trusted leaders to spread anti-drug and anti-irregular migration messages through mosques and community forums.	# of community awareness sessions led by trusted leaders on anti-drug and anti-irregular migration messages	Ministry of Youth and Sports (MOYS) and Puntland Football Association (PFA)	0	5 community awareness sessions led by trusted leaders on anti-drug and anti-irregular migration messages	\$25,000

Output 1.5 Enhance youth talent identification and professional sports opportunities by strengthening referees, coaches, sports staff, and sports associations

Intervention 1: Capacity building for referees, coaches, and sports staff through training programs, certification courses, and mentorship.	# of referees, coaches, and sports staff trained and certified through capacity-building programs	Ministry of Youth and Sports (MOYS) and Puntland Football Association (PFA)	5	Trained 200 coaches and referee including female coaches and referees	\$500,000
Intervention 2: Strengthen sports associations and clubs with technical support, governance guidance, and organizational development.	# of sports associations and clubs receiving technical and governance support	Ministry of Youth and Sports (MOYS) and Puntland Football Association (PFA)	0	5 Provided leadership and management trainings for sports associations	\$200,000
Intervention 3: Youth talent scouting and development programs are used to identify promising athletes in schools, communities, and local tournaments.	# of youth athletes identified through talent scouting and development programs	Ministry of Youth and Sports (MOYS) and Puntland Football Association (PFA)	0	Enhanced capacity of 5 football academics to manage youth talent	\$200,000
Intervention 4: Establish partnerships with professional sports organizations to create pathways for career progression and skills enhancement.	# of partnership agreements established with professional sports organizations for youth career pathways	Ministry of Youth and Sports (MOYS) and Puntland Football Association (PFA)		At least 3 partnership agreements established with professional sports organizations to create youth career progression and skills enhancement pathways	-
Intervention 5: Organize continuous competitions and tournaments to provide regular platforms for youth engagement and skill development.	# of youth competitions and tournaments organized for continuous engagement and skill development"	Ministry of Youth and Sports (MOYS) and Puntland Football Association (PFA)	5	Held 5 inter-regional football tournaments, Puntland primary league, district league, and inter-school football tournament within the upcoming 5 years.	\$1,000,000

Total Budget for youth empowerment and sports = \$6,315,000

PROPOSED STRATEGIC PRIORITIES AND INTERVENTIONS OF DURABLE SOLUTIONS SUB-PILLAR

Outcome 1: Promote sustainable solutions for communities affected by displacement by enhancing access to essential services, supporting sustainable livelihoods and employment opportunities, improving housing and tenure security, strengthening social welfare, and building resilience against recurrent displacement.

Output	Key performance Indicators	Responsible agency	Baseline (2026)	Target (2026-2030)	Budget
Output 1.1 Strengthened Government Leadership and Coordination of Durable Solutions Pathways to ensure systematic inclusion of displacement-affected communities.					
Intervention 1: Strengthen Government Capacity for basic services delivery.	# of government institutions improving capacity of staff, structures, policy.	MOIFAD, MOPEDIC LGs	Functional unit at MOIFAD Focal point at MOPEDIC Less LG capacity.	-160 Capacity building training for durable solutions unit/focal points. -40 New staff deployed to districts of Galkacyo, Garowe, Qardho and Bosaso. -Support decentralized government functions	\$750,000
Intervention 2: Improve Leadership and Sector Coordination.	# of coordination meetings conducted Improved representation in international platforms.	MOI, MOPEDIC	Sectoral coordination is not well effective and meetings and information sharing is not systematic and regular.	-60 Regular DS coordination meetings. -Puntland represented in solution pathway regional & international conferences. -Data systems TWG established & functional	\$600,000
Intervention 3: Enhance Policy, Planning and Community Engagement.	# of policies/acts developed for DAC management	MOIFAD	Solution Pathways Plan	-Durable solutions policy developed -Develop and support the implementation of eviction policy and guidelines.	\$45,000
	# of engagement & awareness meetings conducted	MOIFAD	Social cohesion strategy	-80 regular awareness & engagement events	\$570,000
Intervention 4: Mobilize and Optimize Resource Allocation.	Operationalized resource mobilization framework and plan # donor engagement meetings held	MOPEDIC MOI,	Lack of coordinated strategy for resource mobilization.	-Operationalized Resource mobilization workplan annually. -1 joint durable solutions conference conducted annually with donors/partners.	\$200,000
Intervention 5: Establish a Comprehensive and Integrated Data Ecosystem for Durable Solutions	# data systems developed % of IDPs in Puntland registered # of Surveys	MOIFAD	Data recording system not established	-1 Single Biometric Data systems established. -8% of IDPs in Puntland registered.	\$2,030,000
Output 1.2 Displacement-affected Communities in Puntland have access to acceptable and affordable health, water, sanitation, and education services.					
Intervention 1: Provide equitable, efficient, and affordable health services.	# of health projects operationalized	MOH LGs MOPEDIC MOIFAD,	Ad hoc, unpredictable Not well coordinated Not coherent	- 1 fully fledged solution pathway health service delivery project designed & implemented in Puntland.	\$10,000,000
Intervention 2: Ensure IDP children have access to quality early childhood, primary, secondary, and TVET.	# of education projects operationalized	MOE LGs MOPEDIC MOIFAD,	Ad hoc, unpredictable Not well coordinated Not coherent	-1 fully fledged solution pathway education service delivery project designed & implemented in Puntland	\$3,000,000
Intervention 3: Establish and Enhance Sanitation Systems.	# of, WASH projects operationalized	PWDA LGs MOPEDIC MOIFAD,	Ad hoc, unpredictable Not well coordinated Not coherent	-1 fully fledged solution pathway for sanitation and hygiene system enhanced in Puntland	\$7,000,000

Output 1.3 Internally displaced persons are empowered and have the capacity, tools and resources to meet their basic need, enhance their economic prospects and build resilience in the face of socio-economic challenges.

Intervention 1: Empower business development for IDP & returnees' youth, women.	# start-up capital grants for SMEs % of IDP youth accessing finance and jobs # of youth trained on variety of skills.	MOPEDIC MOCI MOIFAD	Ad hoc, Not coordinated Not coherent	# start-up capital grants for SMEs 3% of IDP youth with cash for work & job matched with SMEs 5% of registered IDP have Saving and loan groups 8000 IDP youth with sector-specific skills	\$11,000,000
Intervention 2: Enhance Sustainable Agriculture and Fisheries Development for DAC's.	# of households benefiting from Climate Smart Agriculture technologies & greenhouses. # of irrigation canals	MOPEDIC MOCI MOIFAD	Ad hoc, Not coordinated Not coherent	-400 households benefiting from Climate Smart Agriculture technologies & greenhouses.	\$4,000,000
Intervention 3: Strengthen market accessibility through enhanced infrastructure.	# of market development initiatives established.	MOPEDIC MOCI MOIFAD	Ad hoc, Not coordinated Not coherent	-4 comprehensive market and skills needs assessment and analysis finalized. -5 annual trade fairs organized to allocate quotas for IDP.	\$200,000
Intervention 4: Build market relevant skills and employment pathways.	# of market relevant TVET skills identified and offered.	MOPEDIC MOCI MOIFAD	Ad hoc, Not coordinated Not coherent	<ul style="list-style-type: none"> • 50 fishing, livestock and agriculture associations established. • 1 comprehensive TVET program dedicated to DACs • 1300 youth employed in various fields. 	\$700,000
Intervention 5: Facilitate inclusive job creation and economic integration	# of job created for DAC youth and women & PWDs.	All MDA Private Sector	No data	-1200 youth employed in various fields including youth with disabilities. -3 Job fares dedicated for IDPs and returnees	\$3,000,000

Output 1.4 Ensure that IDPs & returnees have access to secure land documentation & affordable & quality housing, to improve living conditions.

Intervention 1: Strengthen climate-resilient social infrastructure and secure housing, land, and property rights in DACs.	# of housing, land and property assessments # government land registration schemes	MOPEDIC MOPHR MOIFAD	Ad hoc, Not coordinated Not coherent	-1 comprehensive LHP assessments -Support 4 municipalities IDP dedicated land registration schemes. -82,141 IDP persons have Construction of permanent and durable houses (at least 2 rooms with veranda, toilets, kitchens)..	\$35,000,000
Intervention 2: Strengthen Legal Protection and Access to Justice for Displaced Affected Communities.	# of legal awareness & counselling sessions # of IDs to IDPs and returnees Improved safety and security of DACs.	MOPEDIC MOPHR MOIFAD	Ad hoc, Not coordinated Not coherent	-80 legal awareness and counselling sessions -Establish/strengthen 10 police stations, community policing & GVB centers in DAC areas.	\$2,000,000

Total Budget in Cross-cutting Themes of Durable Solutions = \$80,095,000

Total Budget in Pillar #4 = \$388,447,008

ANNEX 5: PILLAR RESULT MATRIX

Strategic Goal: To embed climate resilience and environmental sustainability into Puntland's development pathway by strengthening ecosystem preservation, protecting natural resources, enhancing community and institutional adaptive capacities, and transitioning toward a green and sustainable economy.

Outputs	Key performance Indicators.	Responsible agency	Baseline	Target (2026-2030)	Budget
Outcome 1: Environmental protection strengthened through reforestation, sustainable land use, while biodiversity and ecosystem are enhanced through conservation efforts					
Output 1.1: Enhanced ecosystem restoration through reforestation, sustainable land use, and dune stabilization measures					
Intervention 1: Implement community-driven nurseries and conduct incentivized large-scale planting of drought- and salt-tolerant and native tree species in degraded rangelands, watershed areas.	Total tree nursery established # large-scale planting of drought- and salt-tolerant and native tree species(campaign)	MoERCC	19 tree nurseries facilities	Increased tree nursery facilities up to 26	\$140,000
			Tree planting initiatives remain small in scale and are characterized by fragmented and uncoordinated campaigns.	Implement large-scale tree planting campaigns targeting the planting of up to 150,000 trees.	\$3,000,000
Intervention 2: Promote alternative energy solutions like liquefied petroleum gas (LPG), cooking stoves and strengthen support through subsidizing to reduce reliance on charcoal and firewood.	% of households using alternative cooking energy solutions.	MoERCC/MoE MW	20.5% of urban households use LPG, where 93.5% of households in rural either use firewood or charcoal (2022).	70% of urban households and 20% of rural households use affordable alternative energy source primarily LPG for cooking in 2030 by targeting (50,000 HH) of poor households & IDPS	\$6,000,000
	# of LPG storage infrastructure established.	MoEMW/MoP WHT, LGs	Currently, there are no established bulk storage terminals for LPG within Puntland.	Establish two bulk storage terminal infrastructures at Bosaso and Garacad ports	\$4,000,000
Intervention 3: Promote and enforce community land-use planning and practices through training on sustainable land uses practices such as, soil conservation, and controlled over-grazing for FMNR Champions, farmers and pastoralists	# of communities received trainings on sustainable land uses practices.	MoERCC	100 Communities	200 Communities/settlements are trained on sustainable land uses practices.	\$300,000
	# of broadcasted environmental protection awareness released		Irregular and ad hoc broadcasting	Systematic monthly based broadcasting programs	\$300,000
	# of practices adopted.	MoERCC	3 practices adopted (rotational grazing, soil and water conservation and FMNR	28 (Rotational grazing, soil and water conservation and FMNR, and other new ones)	\$700,000
Intervention 4: promote pilot alternative fencing to replace use of tree fencing for livestock farmers.	# of HHs adopted alternative fencing for their livestock and crop production	MoERCC/MoL/MoAI	0H	300HH	\$200,000
Intervention 5: Stabilize dunes and restore vegetation by planting native drought-resistant grasses, shrubs, and mangroves, supported by land cover and erosion control.	# of land hectares stabilized (sand dunes)	MoERCC Reports	0 Hector	2000Hector	\$6,000,000
Intervention 6: Control bare land formations and restore existing gullies through nature-based solutions.	# Hector of bare land reduced/gull restored	MoERCC	200Hector	9,500Hector	10, 000,000
Interventions 7: Control invasive species	Hectors of land cleared	MoERCC	0 Hector	200Hector.	\$150,000

Output 1.2 Strengthened conservation and sustainable management of biodiversity in marine environments to protect Marine ecosystems.

Intervention 1: Restore degraded mangrove ecosystems in priority coastal areas through replanting, assisted natural regeneration, and community-based management to enhance biodiversity, coastal protection, and livelihoods.	Hectares of degraded mangrove ecosystems restored in coastal areas	MoERCC		300Hector	\$500,000
Intervention 2: Seed production and training of coastal communities in seed weed production as alternative income generation	# of tones produced	MoFMR	Zero	15 tones	\$1,000,000
Intervention 3: Enhance coastal and marine environment knowledge.	# of research studies developed	MoFMR	2 (Mangrove and Gulper Shar studies)	2+4(lobster, coral reef, sea turtle, beach studies and fish stock Management policy)	\$120,000
Intervention 4: Identify and protect marine protected areas (MPAs) in priority coastal and offshore ecosystems to conserve biodiversity and safeguard critical habitats /coral reefs.	Square Nautical Miles (nm ²) of marine ecosystems under protection. (For Gulper Shar, Gulper Shar, Lobster and Sea Turtle).	MoFMR	Zero	53.9957nmi2 (susceptible areas)	\$180,000
Intervention 5: Develop and adopt a Puntland Biodiversity Conservation Strategy and Action Plan to guide protection, sustainable use, and restoration of biodiversity and ecosystems, aligned with global frameworks	Develop Puntland Biodiversity Conservation Strategy developed, validated, and officially adopted	MoERCC	Zero	Puntland Biodiversity Conservation Strategy developed, validated, and officially adopted	\$18,000

Output 1.3 Wildlife conservation and sustainable resource management strengthened through monitoring, rehabilitation, and community-based practices.

Intervention 1: Conduct a state-level wildlife population survey in Puntland to assess species abundance, distribution, and conservation status as a basis for evidence-based management and policy	# of surveys conducted in the field.	MoERCC	There is no prior official study in this subject.	Conduct two surveys on assessing species endanger or abundance, distribution, and conservation status	\$300,000
Intervention 2: Establish and operationalize one wildlife confiscation and rehabilitation center in Puntland to provide secure holding, veterinary care, and rehabilitation services for confiscated and rescued animals, supporting their recovery and potential release into the wild.	Establish one wildlife confiscation area	MoERCC	0km	3km2	\$400,000
Intervention 3: Support the formation and legal registration of frankincense harvester cooperatives in each target region.	# of frankincense harvester cooperatives legally registered and operational,	MoERCC	Zero	4 cooperatives	\$30,000
Intervention 4: Design and deliver training programs on sustainable harvesting practices and Traditional Ecological Knowledge (TEK) for harvesters, custodian committees, cooperatives, with practical field sessions	# of participants trained on sustainable harvesting and TEK	MoERCC	Zero	640 individuals (at community level)	\$200,000
Intervention 5: Construct and maintain water points in priority dryland ecosystems to improve water availability for wildlife, reduce drought-related stress, and support biodiversity conservation.	# of functional wildlife water points constructed in dryland areas.	MoERCC	Zero	15 water point structures.	\$100,000

Outcome 2: Resilient Community economic and livelihood systems strengthened through climate-smart natural resource management including water harvesting, smart farming, renewable energy and urban climate shock adaptation measures to respond to recurrent extreme climatic events

Output 2.1 Enhanced adoption of climate-smart agricultural practices and sustainable natural resource management to improve community livelihoods and economic resilience.

Intervention 1: Promote climate-smart agriculture among small scale farmers, including women, youth, and IDPs, to increase crop productivity, soil fertility, and resilience to climate shocks.	# tones increase in crop yield per hectare among farmers adopting climate-smart agriculture practices.	MoAI	15 tones per hector	25 tones per hector.	\$1,000,000
Intervention 2: Strengthen sustainable livestock management for pastoralists and nomadic communities to increase access to animal feeding and fodder production practices.	# of fodder production tones produced	MoLAH	10%	85%	\$75,000

Output 2.2 Improved urban adaptation measures and infrastructure to strengthen resilience of recurrent extreme climatic events (flood and water loggings)

Intervention 1: Develop and implement climate-resilient urban infrastructure such as drainage systems, flood barriers, and resilient public buildings in cities susceptible to extreme climatic events. (new innovative)	# of drainage systems stabilized in km in urban areas	MoPWHT/LG	0	4 urban cities constructed and completed with enhanced drainage systems	\$25,000,000
Intervention 2: Implement sustainable flood management solutions in climate shock vulnerable cities like Galkacyo (e.g., community-based drainage improvements, retention ponds, and green infrastructure).	# cities received flood management solutions.	MoPWHT/LG	Baseline survey showing Galkacyo city under water.	Implement Complete drainage system to reduce the risks of frequent floods exposed to by Galkayo	\$20,000,000
Intervention 3: protect green spaces and cultural areas.	# of green species and cultural areas protected.	LG/MoRCC	1	Identified and mapped at least 5 protected green spaces/zones.	\$300,000
Intervention 4: Conduct capacity-building and awareness programs for municipal authorities, local communities, and urban youth on climate risks, emergency preparedness, and sustainable urban adaptation practices.	# of communities or settlements received awareness programs.	MoERCC	50% of communities and districts at least received awareness trainings.	At least 90% of communities are reached with awareness and orientation programs through multiple communication channels.	\$200,000
Intervention 5: flood control infrastructures for dams, retention bonds	# of infrastructures constructed	PWDA/MoEMW	0	5 flood dams/ retention bonds contracted	\$2,500,000

Outcome 3: Climate change adaptation and environmental protection capacities are strengthened through enhanced regulatory frameworks, operational climate financing mechanisms, and established community-based management and enforcement systems.

Output 3.1 Strengthened institutional capacity, policy, and regulatory frameworks, with institutionalized enforcement mechanisms to support climate change adaptation and environmental protection.

Intervention 1: Review and enforce environmental laws and bylaws, implement compliance mechanisms, and develop sustainable resource use guidelines.	# of laws policies reviewed and updated legal documents (laws, by-laws, regulations).	MoRCC	Currently, only two policies and two laws under the required regulatory framework have been developed and are operational.	Develop and implement at least four additional regulatory frameworks	\$90,000
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Intervention 2: improve environmental and climate change data to increase knowledge and access to information.	# of platforms	MoERCC	3 documents exist	8 (3+ MoERCC webpage+ 4 studies – sand dunes & dune and Wildlife, birds and frankincense)	\$100,000
Intervention 3: Improve production and utilization of reliable data on climate, ecosystems, and natural resources to inform policy, planning, and decision-making.	# of publications and researches produced	IMC	5 Study reports (Karkar & Nugaal-gibin watershed studies, Jibagale land cover mapping, Qardho watershed land use land cover mapping and PNRM technical report	15(Puntland Palm tree mapping, Qardho Flood Modelling, Land use land over mapping, soil suitability mapping etc.)	\$300,000
Intervention 4: Integrated Information Systems for Climate and Natural Resources	# of functional Weather monitoring stations	IMC	30 weathers	50 weather stations	\$1,000,000
	# of weekly Rainfall updates and seasonal updates		64 Weekly Rainfall Updates.	184 Weekly Rainfall Updates.	
	Existence of climate information management.		8, Seasonal Outlook and 8 performance report	18 Seasonal Outlook 18 performance report	
Intervention 5: Generate revenue through fines and fees on commercial activities that cause environmental degradation and greenhouse gas emissions.	% of Revenue generated from environmental Fines and fee	MoERCC	No officially recorded revenue generation	Target to generate a total of \$3,000,000 revenue from environmental externalities.	\$100,000
Intervention 6: Strengthen institutional capacity to identify, apply for, and manage international climate finance opportunities, to support climate adaptation and environmental protection initiatives	# of training skilled government staff for Climate financing	MoERCC	0	Provision of training per year over the coming five years.	\$40,000

Output 3.2 Enhancing climate Change adoption and environmental sustainability through formal Education, awareness arising Reduced morbidity from air pollution.

Intervention 1: Integrated climate change knowledge and environmental sustainability into the national curriculum.	Existence of a government policy mandating the integration of climate change and environmental sustainability into curriculum.	MoE	At present, the curriculum does not adequately incorporate climate change and environmental sustainability topics.	By 2030, climate change and environmental sustainability education are fully mainstreamed across primary and secondary schools, with 50% of schools implementing related teaching materials and practices.	\$200,000
Intervention 2: Conduct teach training campaigns related to environmental knowledge and sustainability	# of teachers training to environmental knowledge and environmental suitability	MoE	Zero	1,119 teachers (both primary and secondary one teacher each school	\$669,625
Intervention 3: Create environmentally learning spaces (e.g., plant shade trees, enhanced learning spaces).	# of trees planted within educational facilities specially shade trees	MoE	110	1,009	\$200,000
Intervention 4: Reducing dust and aerosol pollution among health facilities.	# of hospitals with	MoH	0	28	\$1,000,000
Intervention 5: Integrate temperature/UV alerts into State EWS SMS/radio alerts to CHWs, health facilities, schools, and worksites with heat-action guidance through coordination with MoH, MoHADM and IMC	# guidelines developed.	MoH	0	1	\$10,000
	# of coordination meetings conducted between MoH and MOHADM/IMC				

Intervention 6: Ensure highly populated places have enough shaded waiting structures.	# of shaded structures placed (shade trees)	MoH/ MoCRCC/L G/MoPWT	0	25,000 (shaded trees)	\$300,000
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Outcome 4: Strengthen Community Resilience through Integrated Ecosystem management and Disaster preparedness.

Output 4.1 Enhanced community-level resilience through ecosystem management, disaster preparedness, early warning systems, and emergency coordination to reduce climate-related risks.

Intervention 1: Upgrade DRM policies, strategies and regulatory frameworks	# of policies and strategies reviewed or developed	MoHADM	Draft DRM policy is currently available not yet officially disseminated.	DRM policies reviewed, updated and disseminated.	\$15,000
Intervention 2: Set up community-level early warning early action systems and train local authorities and communities in disaster risk reduction and gender-sensitive disaster management.	# of districts and community settlements with established functional early warning systems	MoHADM	18 districts	All districts	\$300,000
Intervention 3: Develop and implement inclusive community emergency response plans, safety protocols, and simulation exercises, ensuring resources are available for timely climate-related disaster response in IDP and densely populated areas.	# of districts or local governments with established and functional community emergency preparedness and response plans, including allocated contingency budgets.	MoHADM	Currently, only three major cities have partial emergency response plans, and standardized safety protocols have not yet been developed.	Standardized safety protocols are developed, disseminated, and implemented across all districts, with contingency budgets allocated for at least all Level A districts.	\$50,000
Intervention 4: Conduct training on disaster preparedness and response in all target districts and establish and train community disaster management committees in each district.	% of Community Disaster Management Committees (CDMCs) Established and Trained	MoHADM	4 districts	All districts	\$500,000
Intervention 5: Establish Puntland emergency operation center (PEOC) and district Emergency Operation Center (DEOC).	Functionalizing of PEOC & DEOCs (equipment, staffing, SOPs)	MoHADM	0	One DEOCs established	\$500,000
Intervention 6: Strengthening preparedness and response during the emergency.	# of warehouses Constructed		0	Building warehouses in three strategic locations Bosaso, Garowe and Galkacyo	\$300,000
Intervention 7: Establish coordination platforms and harmonize existing EWS protocols and systems in place for different stakeholders to break the existing silo environment for efficient shock response.	# Number of annual coordination events and the participation rate of community	MoHADM	Irregular events	Regular coordination systems.	\$18,000

Output 4.2 Emergency preparedness and response systems strengthened through improved institutional capacity, coordination, and community resilience.

Intervention 1: Develop a comprehensive response action plan that identifies specific climate or non-climate hazards (e.g., heavy rainfall, heatwaves, droughts, and non-climate shocks).	# Number trigger plans developed	MoHADM	0	At least 15 districts develop and implement comprehensive climate response action plans addressing droughts and floods, with a total budget of \$4.5 million.	\$4,500,000
Intervention 2: Establish a clear procedure for community action based on these triggers, ensuring a timely and effective response upon these triggers being met.	Establishment of trigger protocols	MoHADM	0	Establish and operationalize clear community action procedures in all districts to ensure timely and effective responses whenever climate-related triggers are met.	\$50,000

Total Budget in Pillar #5: \$ 92,955,625

Total tentative Budget estimation for PDP-4: \$1,783,875,573

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