

The Somalia National Development Plan (iPRSP Compliant) 2017 - 2019

Guidelines and Management Arrangements **(Including a draft set-up of the National Development Plan)**



“Verily, never will Allah change the condition of people unless they change it themselves” (013,011)

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Purpose

The purpose of the National Development Plan is to provide guidance to the national authorities and the international partners to Somalia in shaping a medium term strategic framework to build upon our achievements of the past few years, further strengthen the (emerging) state structures, create the favourable environment for private and non-government sector development, and – importantly - bring the benefits of the development efforts to the citizens.

The National Development Plan has four interrelated objectives:

- **Articulate Government development priorities:** to set out a clear vision for Somalia’s security, social and economic development priorities. It will also define the key state building and peace building priorities for the State including democratic governance and align with the SDGs as much as possible
- **Provide a structure for budget management:** to guide the priorities for budget allocations in 2017 and beyond
- **Guide Development Partner support in the coming three years:** in terms of structure and funding priorities, whilst ensuring FGS leadership of the development agenda and existing and new development Trust Funds
- **Serve as an Interim Poverty Reduction Strategy for Somalia and align it with the global SDG initiative.** The Plan will also meet our on-going commitments as set out in the Somalia Compact.

The purpose of this note is to outline the **guidelines** concerning the structure and content of the National Development Plan and the **management, coordination and consultation arrangements** that will enable the national authorities and the international partners to work in unison to develop the plan.

In addition, Annex 1 will provide an **initial outline** of the National Development Plan, annex 2 provides a **summary set-up**, while annex 3 provides a detailed **costing overview** of the consultations efforts.

The Guidelines for the National Development Plan

In this section we will describe what kind of National Development Plan we envisage and what the plan will cover.

The National Development Plan – what is it going to be?

The Federal Government of Somalia has committed itself to develop a new comprehensive medium-term National Development Plan. The plan will be compliant an Interim Poverty Reduction Strategy Paper (iPRSP) and aligned with the newly adopted Global Sustainable Goals (SDG).

The National Development Plan will cover the period from **January 2017 till December 2019**.

The National Development Plan will be a **Strategic Development Plan**, it will set the vision, the goals, the desired strategic outcomes, and will set specific annual targets for these outcomes. The plan will not provide a detailed and project-wise action perspective, for instance in the form of specific sector investments programme or specific projects. The specific response to the Strategic Outcomes in the form of specific investments and projects will be developed through the Management and Coordination structures (in similar terms as with the present New Deal and the PSG Working Groups) that are outlined in the plan. However, during the New Deal implementation a series of concerted development efforts has been put into operation and where relevant reference to these efforts will be made.

The National Development Plan will be **Staged Development Plan** in which each year establishes the building blocks for the following year.

Somalia is part of the **Heavily Indebted Poor Countries** (HIPC) and is seeking to qualify for debt relief and as a result, Somalia is committed to meet a range of economic management and performance targets and will undertake the necessary economic and social reforms. These economic and social reforms and development efforts will be articulated in the plan, in such a manner that the national development plan is compliant with the requirements for an **interim Poverty Reduction Strategy** (iPRSP).

The **Sustainable Development Goals** have recently been endorsed by the international community. Somalia is committed to contribute to the realisation of the goals, and they are therefore integrated in the present national development plan. As far as feasible, the outcomes and the associated indicators/milestones of the National Development Plan will be aligned with the SDGs.

Developing this plan is not an end itself; it is seen only as a first step in achieving the goals of the program. This means that the objectives and outcomes will stay the same during the planning period, but periodic review and adjustments in the way in which these outcomes are realised will be essential to ensure that the plan stays relevant in the dynamics of development of Somalia.

The National Development Plan – what is it going to cover?

Somalia has made good progress in recent years in its institutional and economic reconstruction with significant international support. Significant efforts in the national Federal Government and Federal Member State development have been made and these are step-by-step leading to the envisaged federal state structure. The momentum in these developments – for instance the establishment of the new Federal Member States – is to be maintained. The security situation has improved over the past years, but still requires significant attention to realise the goal of a fully stable and peaceful country. The economic activity in Somalia is estimated to have expanded with real GDP rising by 3.7 during 2014 with CPI rising by only 1.3 percent, but we are still far from releasing the economic potential of our country. In some areas, (social) service delivery has improved, but is at this stage still insufficient. In order to bring the benefits of development to the citizens, the service delivery will prominently figure among the priorities in the plan.

The plan will further clarify the overall political vision (Vision 2016, Somali Six Pillars, constitutional processes). Our underlying strategy is clear: strong state structures will be essential to drive forward the peace process and stabilise the country. Internationally, there are no examples of lasting peace, stability and positive development in the absence of well-functioning state structures that provide a peaceful forum for political debate, guide the investments in the development arena, and provide tangible services to the citizens, in line with the expectations of the citizens.

The National Development Plan will build upon the development partnership arrangements established through the New Deal (Somali Compact, HLPF, SDRF, PSG Working Groups) and it will adhere to the internationally agreed upon principles of international cooperation (Busan, Accra Action Agenda). The plan will constitute an update of the existing plans (Economic Recovery Plan (ERP), PSG action plans, etc.).

The plan will provide an accurate macro-fiscal framework (annual budget planning process, dialogue with IFIs, Aid Flows mapping), provide up-to-date national poverty data and will incorporate existing sector strategies and policy documents as appropriate.

The National Development Plan will be drafted with the following questions as overall guidance:

- **Where have we come from?** The years of instability, the lives lost, the quest for rebuilding Somalia
- **Where are we?** An honest assessment of our present current situation;
- **Where do we want to go to?** A vision statement and a clear, prioritised statement of FGS's development priorities, accompanied with a clear set of outcomes;
- **How do we get there?** The National Development Plan will refer to ongoing and newly planned policies, investments, programmes and projects that are required to realise the overall objectives and specific outcomes and meet citizen's expectations.
- **How will we know when we are there?** A structure of Annual Milestones will lead to the targets to be achieved by 2019 across FGS, a new performance management plan to keep us on target.

The Development Plan will draw upon, update and expand existing policy, planning and budget documents. **It will not be necessary to 'reinvent the wheel'**. The plan will be prepared as much as possible through using existing structures and resources, while mobilizing and utilizing international assistance prudently.

The Management, Coordination and Consultation Arrangements

In this section, we describe how the drafting process of the National Development Plan will be managed and coordinated and how consultations will be implemented.

Key political, executive and international engagement

- ❖ NDP process was approved by the **FGS cabinet**, Council of Ministers' (CoM) decision to go ahead, progress of the NDP to be discussed at a Cabinet Retreat at the end of October
- ❖ Sensitisation on national development planning ongoing as part of Ministerial activities at national level through **monthly Director General level meetings**.
- ❖ High level consultations at State Planning and Presidential level with support for the process affirmed by **M.O.U signed between Federal and State ministries**.
- ❖ **National Development Council (NDC)** has been established as a high level advisory forum to guide and inform the NDP process with representation from State governments as well as civil society, private sector and academia with its inaugural meeting held in May 2015.
- ❖ High Level Partnership Forum (**HLPF**) recommended the development of the **IPRSP compliant National Development Plan**.
- ❖ **MOPIC-DONORS Working Group** was established on 6 October 2015.
- ❖ **PSG Working Groups**. The PSG Working Groups will be engaged in the respective subject matters.
- ❖ **MOPIC dedicated team** to lead the overall process.

Moreover, there is a national consultation process in place to make sure the development of this plan is participatory and represents the will of all citizens.

The National Development Council (NDC)

The NDC is chaired by the Federal Minister for MoPIC and its membership is composed of:

1. Federal Minister of MoPIC.
2. Deputy Federal Minister of MoPIC.
3. Deputy Federal Minister of Finance.
4. Chair of Federal Parliament's planning and Finance committee.
5. Puntland State, Minister of Planning.
6. Interim South-West Administration, Minister of Planning.
7. Jubbaland State, Minister of Planning.
8. Galmudug State, Minister of Planning
9. Representative from the business community/private sector.
10. Civil society representatives.
11. Representatives of women.
12. Chairperson of Somali National Youth Organization.
13. Representatives from Academia.
14. Representatives of the youth.

The council will meet bi-monthly and its main role is:

- Provide strategic direction, guidance and leadership to the drafting of the National Development Plan.
- Provide legitimacy to the National Development Plan in perspective states of the council's members.
- Review the draft National Development Plan priorities and monitor its progress.
- Provide recommendations on the National Development Plan to the MoPIC Minister prior to its formal submission for adoption.

The MOPIC-DONOR Working Group

The MOPIC – DONOR working groups – with representation from Government, the donor agencies and the UN agencies – will be convened on a Monthly basis to discuss progress of the drafting process and the emerging support requirements / contributions to facilitate the process.

The PSG Working Groups

The PSG Working Groups are expected to engage in the process in each of their respective subject matter areas. This may include draft texts for the National Development Plan, analytical background work, milestone development, etc.

The MOPIC Team

Under the direct leadership of the Deputy Minister of Planning and International Cooperation, the MOPIC team is responsible for the overall management of the drafting, consultation and reporting process of the new National Development Plan. The day-to-day management is under the responsibility of the Permanent Secretary of the Ministry of Planning and International Cooperation.

The team is responsible for:

- Developing the structure of the Development Plan for consultation with national and international actors and for endorsement by the National Development Council.
- Developing and updating the planning for the drafting of the Development Plan, including the developing guidance notes for the different parts of the National Development Plan.
- Time-line planning for all associated activities
- Managing the meetings and consultations on all levels.
- Developing and implementation of the outreach plan.
- Reporting on progress to both the national and international parties.
- Mobilising the capacity required (both internal and external) to draft the respective parts of the Development Plan.
- Develop a budget for the total scope of the activities and mobilise the resources.

The drafting of the plan

The MOPIC team will draft a guidance note for drafting of each of the chapters.

- For each of the chapters a dedicated team will be appointed, consisting of representatives of the relevant Federal and State governments.
- For each chapter a lead author is appointed.
- For each chapter the data-requirements are identified and a plan to collect/collate the data is made.
- For each chapter a time-line is developed.
- For each chapter the consultancy requirements are identified.

The meeting sequence.

The following meeting sequence is expected to be implemented.

Meeting	MOPIC team	DG Meeting	NDC	Cabinet	MOPIC - Donor WG	HLPF
Frequency	Weekly	Monthly	Bi-monthly	Monthly	Monthly	6-monthly

PSG Working Group meetings will take place as per established arrangements.

The outreach and national consultation sequence

The following outreach and national consultation sequence is expected to be implemented:

Activity	NGO consultation	Private Sector consultation	Web-based consultation	State-level outreach	Interim National conferences	Final National conference
Frequency	Bi-monthly	Bi-monthly	Ongoing	Monthly (at least 3 per state)	November April	May

The Progress reporting

The MOPIC team will draft a monthly progress report.

The time-line

The initial overall time-line is presented below.

Activity/Event	Date	Key Deliverable
Agree with DPs on the Approach and Responsibilities	Mid October 2015	Guidance for all Ministries, Agencies, Commissions, DPs and other Stakeholders
Orientation Meeting	1st Week November	Review of PSGs WG, start of drafting process
Analysis, Initial Planning/Review of Survey Work	Nov 2015 – Jan 2016	1 st Pillar/Group meetings, and outline of Pillar Chapters, Creation of PSG Taskforce Visits to Regions & Workshops
1 st round of consultation	Jan 2016	Working Group Meetings
Drafting Process	Feb 2016	Draft of each Plan Chapter and consolidated draft plan
Progress update to Council of Ministries/ Advisory Council	Beginning March 2016	Finalisation of Vision Statement and Policy Goals
Major Planning Conference	Mid March 2016	Conference programme and summary agreements
Revision of Plan based on Conference Feedback	Beginning April 2016	2 nd Draft of the Plan
CoM, Advisory Council to Agree Plan/Strategy	Mid April 2016	Final Plan – and ancillary documentation
Donor Conference	1 st week May 2016	Conference programme and summary agreements

ANNEX 1 – initial outline of the National Development Plan

The National Development Plan (NDP) will represent the broad agenda for development in Somalia and at the same time be compliant with the Poverty Reduction Strategy Paper process. The NDP equally will mainstream the Sustainable Development Goals.

The initial outline of the NDP is as follows:

The Principal Theme, Functions and Chapter Outlines of the Somalia National Development Plan (NDP)

There are few functions that need to be addressed by the national development plan (NDP), these are:



The National Development Plan Dimensions

The dimensions of the national development plan are, by and large, three, namely:

- The Economic Dimension
- The Social Dimension, and
- The Political and Governance Dimension

While the Key Players and Stakeholders of the National Development Plan, are:

- The Government Institutions
- The Private Sector's Entities
- The Civil Society, and
- The International Development Partners

The National Development Plan Table of Contents and Chapter Outlines (initial set-up)

Introduction

Outlining the purpose, scope and coverage of the NDP

Chapter 1 – The Somali Socio-Economic and Political Conditions –An Overview

Outlining the country socio-economic and political development context

Chapter 2 – Development Planning and New Deal in Somalia: The Way Ahead

Providing a short historical overview and highlighting the experiences as well as lessons learned with the New Deal. Alternative development and plan ahead

Chapter 3 – The Macro – Economic and Fiscal Framework and Outlook

Outlining the Macro-economic and fiscal framework and their evolving medium-term outlook and requirements, of various macroeconomic variables and fiscal components and streams, together with the likely developing financial sector

Chapter 4 – Poverty Analysis and Poverty Reduction Strategic Planning Approach

Outlining the poverty in terms of nature and scope as well as the strategic approach to tackle poverty

Chapter 5 – Sectoral Development Planning and Priorities

- Productive Sectors (Agriculture, Livestock, Fishery, Viable Manufacturing Industries, Tourism, Energyetc.)
- Infrastructure (Roads, Ports, Airports, Bridges, Dams, Feeder-roads, Housing, etc.)
- Social Development Sectors (Health, Education, Youth Employment, empowerment, Population, Manpower Development, Science and Technology, Information and Computers Technology..... etc.)
- Public Utilities and Services (Electricity, Water, Sanitations, etc.)

Chapter 6 - Geographic/Regional/State Potentiality, Development and Resources Allocation

- States Socio-Economic-Infrastructure-Demographic and Political Characteristics and Conditions
- Geographic/State Potentialities
- Geographic Optimal Location of Activities
- State Resources allocation

Chapter 7 – Economic Management, Political and Institutional Setting

Outlining the approach and progress to be made in the following fields:

- Public Administrative setting/Federalism
- Security/Stability

- Constitutional/Legislative/judiciary affairs
- Private Sector Development and Public-Private Partnership

Chapter 8 – Cross Cutting themes

Outlining the approach and progress to be made in the following fields:

- Gender
- National Capacity Development
- Environmental and Climate Changes

Chapter 9 – National Development Plan Resources Requirements

- Financial Requirements
- Human Resources Requirements
- Institutional Setting and Improvement Requirements
- Required Participation of the International Community

Chapter 10 – National Development Plan Management and Implementation

- Institutions, Machineries, tools and Instruments
- Priorities and Selective Criteria setting
- Follow-up Mechanism
- Monitoring and Evaluation Systems and Indicators

Annexes:

- Macro-economic statistics
- Sectoral Statistics
- Poverty statistics
- Report on consultations and inclusiveness in the development of the NDP

ANNEX 2 – NDP summary set-up

Introduction

Over the past two decades transitional Federal Governments have come and gone with little or no success in establishing and sustaining key public institutions in Somalia. Government operated in a vacuum, informally and lacked any legal Framework. The Somalia NDP will be the first to be developed within the provisional framework of the Constitution of the Federal Republic of Somalia (FGS).

Article 124 of the Constitution sets a framework within which Public Policy and related laws can be formulated and considered and approved by Parliament. Within this the PFM law is the platform for a new system of public accountability and efficiency. The Federal Government's program of reform raises the bar to ensure that taxpayer and development partner resources are used effectively and efficiently, in a context of transparency and accountability. The Poverty Reduction Strategy, which is formulated through a consultative process involving a broad range of stakeholders included the Parliament, will be endorsed by the Council of Ministers and approved by the Parliament, will be the legal basis for the NDP.

The National Development Plan will strive for: Improving the quality of life of all Somali citizens by providing good governance, reduced risks to physical harm, reducing poverty, while providing access to education, basic healthcare, clean water, affordable energy, good sanitation and environmental protection. These goals will be further developed to specific outcomes expressed in measurable terms through participatory development engagement with relevant stakeholders.

Development Experience with Planning

The Ministry of Planning and International Cooperation (MoPIC) is charged with the responsibilities of translating the socio-economic vision of the country into tangible social and economic development, thus leading Somalia from conflict to recovery and socioeconomic development. It is also tasked to spearhead the development of long-term economic and poverty reduction strategies among others. Currently, the Ministry is under pressure to provide effective policies and strategies that will lead Somalia into peaceful and stable nation.

Since the independence in 1960 up to the collapse of the Central Government in 1991, the Somali people had an effective functioning Government. During this period, the country experienced both civilian and military regimes. Although the two ruling regimes had different systems of administration, yet they succeeded to develop seven Development Plans.

The main objectives of the priorities of these Plans were to improve the livelihood of the Somali people by providing free health and free education services, construction of major infrastructure facilities such as roads, ports, bridges as well as Government offices at all levels. Equal importance was also given to the development primary sectors such as crop production, livestock, water and sanitation, environment and fisheries.

The seven Development Plans and their duration periods were as follows:

- a) A five year Plan which continued from 1962 to 1967.
- b) A three year Plan which continued from 1968 to 1970.

- c) A three year Plan which continued from 1971 to 1973.
- d) A five year Plan which continued from 1974 to 1978.
- e) A three year Plan which continued from 1979 to 1981.
- f) A five year Plan which continued from 1982 to 1986.
- g) And lastly a five year Plan which continued from 1987 to 1992.

The level of implementation of each plan was generally low due to its dependence on foreign funding which could not be received on time. The only plan that was performed with high implementation rate was the five year plan 1974-1978.

Somalia National Development Planning and the New Deal

Twenty self-declared 'Fragile States' have endorsed the New Deal, and its process is already being implemented in Timor-Leste, South Sudan, Sierra Leone, and Liberia. On September 16th 2013, at a conference in Brussels, the Somali Federal Government and international community endorsed the Somali New Deal Compact, with pledges of € 1.8 billion.

In the past three years and a half, Somalia has installed an internationally recognised government and adopted and applied the New Deal programme, in the form of the Somalia Compact – consisting of three main chapters.

The first chapter sets out the situation in Somalia, describes the process of getting to the Compact, and looks at its implications. The second identifies the top-most priorities for the next three years through five Peace and State building Goals (PSGs); Inclusive Politics, Security, Justice, Economic foundations, and Revenues & Services. The top three priorities, with annual milestones, of what needs to be achieved for each of these PSG's are described, having been identified through a process of special working groups comprised of Somalis - from parliament, government and civil society, and international stakeholders. Finally, the Compact sets-out commitments to aid effectiveness principles.

The window of opportunity that allowed the New Deal process to move forward was the sense that the Somali government needed all the support it could get, with the conclusion of the New deal in September 2016, the impetus that first motivated the adoption of this philosophy and attendant governance structures should not be allowed to dissipate.

To that end the Federal Government of Somalia proposes the retention of the aspects that have been proven to work successfully in the New Deal.

The approach of being a living document that would change with the situation and evolve, renewing its focus on the philosophy of bringing aboard all aspects of Somali societal representation, from regional states to civil society is a fundamental aspect contained within the proposed Somali National Development plan (iPRSP compliant).

The proposed Somalia National Development Plan will also reinvigorate the important chapter of the Compact which captures Aid Effectiveness Principles, which is where, what the development partners will do – how country systems are going to be used, how aid is to be channelled as well as the processes of development cooperation in general is enunciated. The primary aim being to: diminish duplication, increase coordination and increase government oversight and ownership.

The Somali national development plan envisions the consolidation of the five different PSG's and the Capacity development working around three comprehensive pillars, while also reducing the myriad layers of reporting that reduces the timeliness and efficacy of aid mapping and management.

Pillar 1 Consolidation of Security, Peace and Promotion of Good Governance

The Objectives of this pillar of national development planning shall be accomplished through strengthening of the national program for demobilization, disarmament and rehabilitation of combatants, the implementation of prevention, management and conflict resolution mechanisms and the promotion of good economic governance, as well as the promotion of devolution and grassroots community participation.

Pillar 2 Consolidating the Macroeconomic Framework and Restoring Key Sectors

The objectives of this pillar of national development planning which shall include Consolidating the Macroeconomic Framework and Restoring Key Sectors, through revitalizing public finances by increasing domestic revenue and rationalizing expenditure, compiling with budgetary allocation and increasing resources allocated to priority sectors of the iPRSP, as well as capacity building in public expenditure management.

The other objectives of this pillar namely the establishment of monetary policy and its institutions, and the formal integration of the Somali economy into regional trade regime shall be attained through the development of institutional capacity and a framework to operate monetary policy, development of anti – money laundering and counter terrorism financing laws policies and regulations, development of micro- financing as well as embarking on and rationalizing regional trade.

Pillar 3 Accesses to Basic Social Services and Social Welfare

The objectives of this pillar will be the improvement, of the availability, access to and quality of education and health services through the strategy of allocating more resources to the education & health sector on the basis of iPRSP priorities through the improvement of adult and informal education and vocational training, strengthening teacher training updating education material and improving access to them, the rehabilitation of education & health infrastructure improving drug availability and affordability for the poor.

The success of the iPRSP compliant National Development Plan will be measured through monitoring by the Ministry of Planning and International Cooperation, line ministries, as well as functioning sectorial working groups with full participation of all members.

The process of improving the New deal architecture to support the planned objectives, strategies and policy measures will begin initially through the establishment of a National Development Taskforce to be chaired by the Ministry of Planning & International Cooperation and reporting to the SRDF and HPLF through PSG 5.

Rationale for the Plan/Strategy Pillars

As of September 2012 the Federal Government initiated the “Foundations of New Beginning” that sought to address the needs of the citizens, address high priority issues, and lay strong foundations for building reliable and well-functioning institutions. The priorities of the Somali I-PERSP 2017-2019 are to be derived from the consultative process of key stakeholders including the poor and Government strategies and policies.

The NDP will achieve the goal of development planning & poverty reduction by focusing on five key areas and cross-cutting issues. These are called Pillars and they are:

- Consolidation of Security, Peace and Promotion of good Governance;
- Consolidating the Macroeconomic Framework and Restoring key Economic Sectors;
- Access to Basic Social Services and Welfare;
- Infrastructure Development;

- Public Administration, and
- Cross-cutting Issues

Pillar I: Consolidation of Security, Peace and Promotion of Good Governance under this pillar the effort will be to revive the economy and meet the expectation of Somali people for better living conditions, starting from improving security and restoration of the rule of law and better governance. These are necessary steps because insecurity and breakdown of the rule of law and bad governance led to misappropriation of productive resources undermining economic development and discouraging investment and peaceful coexistence.

Pillar II: Consolidating the Macroeconomic Framework and Restoring Key Sectors, in this context, the Government is striving to strengthen the short- and medium- term macroeconomic and financial framework in order to meet the objectives of sound and sustainable growth. This would help in the fight against poverty. With regard to growth, the challenges to be addressed are daunting. Indeed, poverty reduction demands not only high levels of growth but also budgets tailored to meet the needs of the poor and suitable structural and sector-based policies.

Pillar III: Access to Basic Social Services and Social Welfare, a combination of various factors has made a large segment of the Somali population vulnerable. These factors include armed conflicts, unsuitable socio-economic policies, precarious living conditions, natural and manmade disasters (floods, draughts, displacement) a weakening family and solidarity tradition network, and a weak and unsuitable institutional sharing mechanism for bearing social risks. The broad objectives of the IPRS socio-economic agenda is to reduce poverty and narrow inequality through increasing employment opportunities, empowerment and improving access, affordability and quality of social services. Economic growth is one of the key factors of reducing poverty and enhancing gainful employment opportunities in the long run. However in the short to medium term, interventions that increase access to social services and reduce inequality can improve the situation of the poor even before the impacts of rapid economic growth begin to be felt

Pillar IV: Infrastructures Development, the provision of well - maintained physical infrastructure is a key to economic growth, employment generation and poverty reduction. Production costs, competitiveness and access to markets depend upon the quality of infrastructure. The current state of infrastructures is in a state of great disrepair, and does not meet the needs of the economy. In fact it acts as a major constraint on economic performance and is a major factor in rising levels of poverty. Physical infrastructure is a key pre-requisite in creating and supporting a business environment that facilitate private sector investment, growth and job creation. So the provision of adequate infrastructure and the services thereof, couple with macroeconomic stability and long term development strategy are essential preconditions for sustainable economic and social development.

Pillars V: Public Administration, the Government recognizes that reforming the public service lies at the heart of tackling poverty. Its constitutional mandate of devolution and Federalism, require forming of states and regional administrations with structure and operation that are to be reshaped while productivity is raised to more effectively facilitate private sector activities and lead the battle against poverty. A leaner public service, implementing well defined core functions and utilizing its resources more productively, will be better placed to play its part in social and economic development. As a result, poorer members of society will gain better access to necessary, affordable services, be provided the opportunities to break out of the 'poverty trap', receive the full protection of the law and promotion of their rights. The business sector will gain enhanced access to resources,

a positive policy environment with reduced Government involvement, and efficient infrastructure and services.

Cross-cutting Issues

The Somalia IPRS has identified four crosscutting issues: Gender, Empowerment; Environment; and Youths.

Gender and Empowerment

The Somalia IPRS advocates enhancement of Women's participation in Leadership and Decision Making Processes. Women are unequally burdened by head-loading water, firewood, milk, etc. and many other domestic and agricultural transport tasks, providing them access would empower them in a very practical and tangible manner. This concept has repeatedly been brought to the attention of the Ministry of Gender, Youth and Community Services, who seem to be on the verge of acting to implement the concept in a concrete manner.

Environment

The IPRS will proceed from the past efforts by encouraging Somalis to explore alternative livelihood strategies; ... more ably support environmental management. One sorely needed aspect of "environmental management is reforestation of areas deforested by charcoal and fuel-wood harvesting, and by agricultural land-clearing on unsuitably steep slopes. These practices have led to rapid soil erosion, and flooding. Reforestation requires the establishment of adequate nurseries, and the transportation of heavy seedlings to planting sites.