



Federal Republic of Somalia

MINISTRY OF AGRICULTURE

Strategic Plan 2016-2020



June 2016 Edition

The strategic Planning process was Supported By FAO : The Food And Agriculture Organization Of The United Nations



Photo: A pick up truck carries bananas from a farm in Afgoye town near the Somali capital Mogadishu to a market 29-5-12-
<http://www.sandiegouniontribune.com/news>)

Prepared for the Ministry of Agriculture, Federal Republic of Somalia

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I am highly indebted to the Consultant, Sultan Amri, who contributed in putting information together which finally distilled into this Plan.

I would like to express my gratitude towards my former Minister, Hon. Mr. Abdi Ahmed Mohamed (Baffo), who initiated the initial steps of developing this Plan in 2014-whose draft was used in the validation process of December 2015.

I would like to express my special gratitude and thanks to The Minister for Agriculture of the Federal Government of Somalia Hon. Hon. Ahmed. Hassan Gabobe, who encouraged and supported the whole process to its logical conclusion.

Last but not least, many thanks go to all persons and institutions, who in one way or the other contributed directly or indirectly towards the successful completion of this 2016-2020 Strategic Plan

Prof. Mohamoud Mohamed Director General,

Ministry of Agriculture (MoA), Federal Government of Somalia,

June 2016 Edition

Abbreviations and Acronyms

CBO	Community Based Organization
COMESA	Common Market For Eastern And Southern Africa
DG	Director General (Of Moa-Somalia)
EC	European Commission
FAO	The Food And Agriculture Organization Of The United Nations
FSNAU	The Food Security and Nutrition Analysis Unit
GDP	Gross domestic product- is the monetary value of all the finished goods and services produced within a country's borders in a specific time period.
HACCP	Hazard Analysis Critical Control Points- is a management system in which food safety is addressed through the analysis and control of biological, chemical, and physical hazards from raw material production, procurement and handling, to manufacturing, distribution and consumption of the finished product
HI-HC	HI-HC High Impact- High Complexity is given High- to Medium Priority =5 points
HI-LC	HI-LC High Impact- Low Complexity, is given High Priority=7 points;
Hon.	Honorable
IDP	Internally Displaced Persons
INGO	International Non Governmental Organization
IPM	Integrated Pest Management
LI-HC	LI-HC Low Impact- High Complexity, Low to medium Priority=1 point
LI-LC	LI-LC Low Impact -Low Complexity, Medium to Low Priority=3 points
LNGO	Local Non Governmental Organization
M&E	Monitoring And Evaluation
MNR	Ministry Of Natural Resources
MOA	Ministry Of Agriculture (Of Somalia)
NGO	Non Governmental Organization
PESTEL	Political Economic Social Technological Ecological Legal
SEVEN 7S	Skills, Shared values, Staff, Strategy, Systems, Structure, Style
SO	Strategic Objective
SOMESHA	The Somali media for Environment, Science, Health and Agriculture
SP	Strategic Plan
ST	Strategy

SWOT	Strengths Weaknesses Opportunities Threats
TV	Television
UAE	United Arab Emirates
UN	United Nations
USAID	United States Agency For International Development
WFP	World Food Program

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Foreword

This Ministry of Agriculture (MOA) Strategic Plan, covers a five year period from 2016-2020. Its timing is opportune as both the agriculture sector and the country are likely to continue to experience considerable change over the life of this Plan. The agriculture sector—including farming, livestock and fisheries—is the backbone of the Somali economy. The sector has a crucial role in ensuring food security, job creation, income generation and foreign exchange earnings.

During the 23 years of civil unrest, the agriculture sector ceased to function. This resulted in a significant decline in per-capita production, which severely affected the food security of the whole country. However, the recognition of the Somali state by the international community in 2013 and the restoration of peace and security in many parts of Somalia are creating new hope and opportunity for returning the agriculture sector to function.

The preparation of the Plan thus required a significant level of reflection and consultation, both on the challenges to the sector and the focus and priorities of the MOA. The Ministry acknowledges and appreciates the assistance from FAO, The Food and Agriculture Organization of The United Nations, who supported the strategic Planning process. Our appreciation also goes to Hon. Abdi Ahmed (Baffo), the earlier Minister for Agriculture who initiated the initial steps in 2014 and the Delegates of the Strategic Plan validation workshop in Mogadishu, December 2015 as well as the delegates' contributions during the Baidoa Strategic Plan Launch Meeting of 1st June 2016.

This Plan is the first formal strategy developed and approved by the MOA since the advent of civil war, and represents a significant milestone in the context of the legacy of Agriculture in Somalia.

The goal of this 2016-2020 Strategic Plan is to restore the farming aspect of the agriculture sector and facilitate implementation of farming-related agriculture activities. The strategy was developed through consultation meetings with various agriculture stakeholders. It is anticipated that the plan will serve as a guide to sector growth and development.

The Strategic Plan spells out some of the challenges facing this sector. These include agriculture infrastructure, drought, flooding, IDPs, lack of agriculture inputs and markets, and lack of an enabling environment. Before the Ministry of Agriculture can provide any services to the farming community, however, the MOA must have a place to work. The most pressing need is to recover the MOA's building, train its personnel, and build its capacity to address current problems.

When the Strategic Plan is fully implemented, the ministry is confident that it will propel the sector, the national economy and the livelihoods of the Somali people to a higher sustainable path. Above all, the country will have taken a major step in ensuring food security, employment creation, higher income and poverty alleviation.

Hon. Ahmed. Hassan Gabobe,

The Minister for Agriculture of the Federal Government of Somalia June 2016

This Ministry of Agriculture (MOA)

FEDERAL REPUBLIC OF SOMALIA

Strategic Plan 2016-2020.

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan takes cognizance of the original 2014 Strategic Plan Document and was developed further through collective efforts of Delegates from the Federal States and Regions of the Federal Republic of Somalia in a Validation Workshop held in Mogadishu in December 2015 and the delegates' contributions during the Baidoa Strategic Plan Launch Meeting of 1st June 2016.

The final document was compiled by the Consultant Sultan Amri under the guidance of Prof. Mohamoud Mohamed, the Director General, Ministry of Agriculture (MoA), Federal Government of Somalia, taking into account all the relevant policies, legislation and other mandates for which the Ministry is responsible for.

The document accurately reflects the strategic outcome oriented goals and objectives which the Ministry will endeavor to achieve over the period.

Prof. Mohamoud Mohamed

Director General,

Ministry of Agriculture (MoA),

Federal Republic of Somalia,

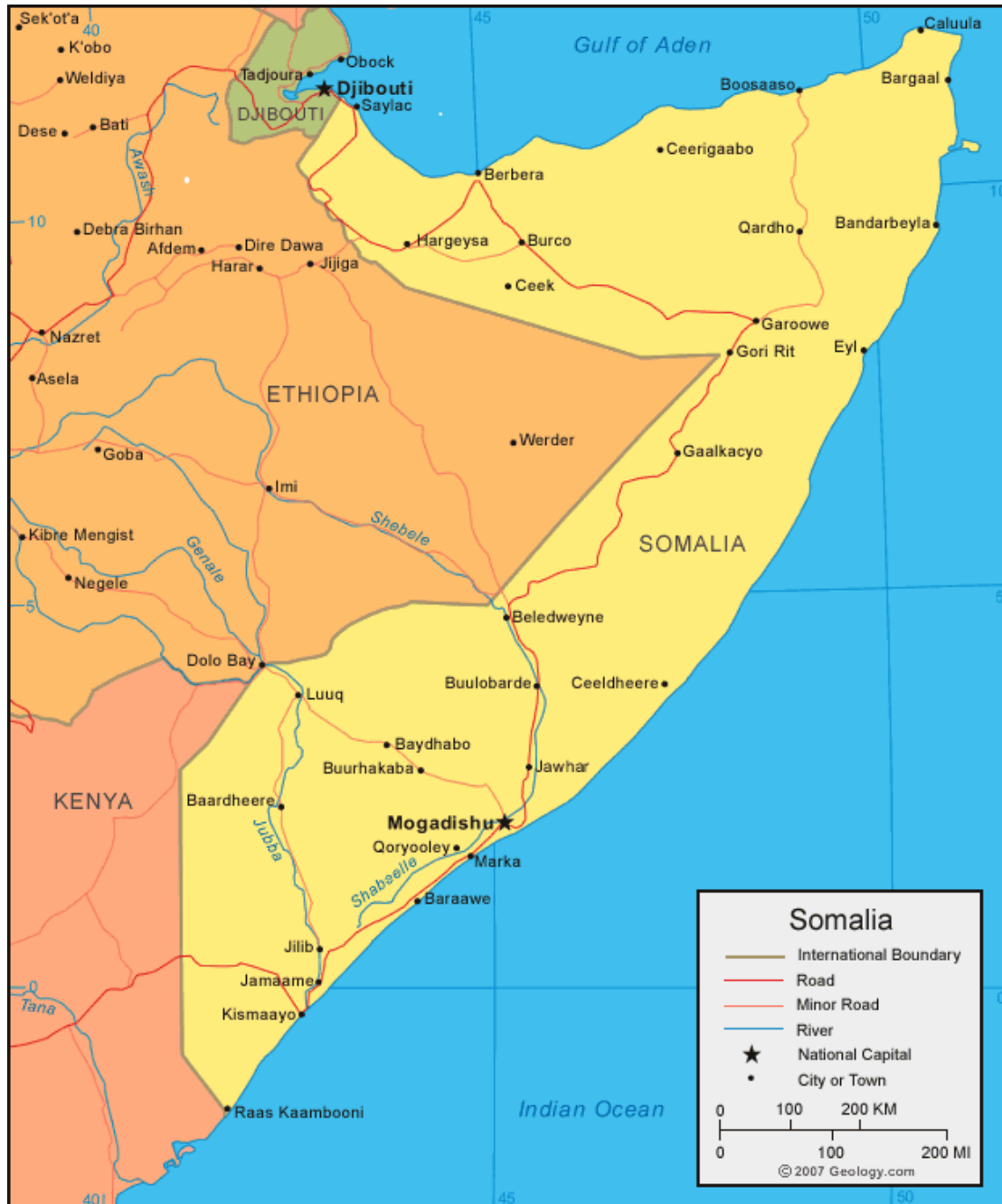
Approved by

Hon. Ahmed. Hassan Gabobe,

The Minister for Agriculture of the Federal Government of Somalia June 2016

ABOUT SOMALIA

The Federal Republic of Somalia is faced with the challenge of rebuilding state institutions in the midst of recurrent and protracted conflict. Since the collapse of the Siad Barre government in 1991, Somalia has experienced cycles of conflict that fragmented the country, destroyed legitimate institutions and created widespread vulnerability. Gross domestic product (GDP) per capita and human development outcomes are now among the lowest in the world.



Following a fragile, but positive, transition mid-2012, Somalia has a full federal government in Mogadishu committed to inclusiveness, reconciliation and peace, based on a provisional constitution. Many observers hail the transition as a genuine break with the past, and the best opportunity for stability the fragmented country has had in the last two decades. The New Deal for Somalia Conference held in Brussels in September 2013, is a key milestone for the country and for a more sustainable and committed international re- engagement with Somalia.

Map, courtesy of Geology.com

Social Development

The state's collapse undermined basic service delivery, with a severe impact on human development outcomes. Out of 170 countries, Somalia is among the five least developed as measured by the 2012 Human Development Index. The pre-eminence of customary clan-

based systems inhibit social cohesion and pervasive traditional practices such as polygamy, early and forced marriage, exclusion of women from education and employment opportunities, result in some of the worst gender equality indicators in the world.

According to the Somalia population estimation survey (of October 2014, for the 18 pre-war regions) conducted by the UNPF¹ the total population of Somalis was estimated at 12,316,895. Of which,

Description	Living In Rural Areas	Lived In Urban Areas.	Nomads	Internally Displaced ² Persons	Men	Women.
Figures #	2,806,787	5,216,392	3,186,965	1,106,751.	6,244,765	6,072,130
In %	22.8%	42 % Of The Total Population	~25% Of The Population	9%	51% Of The Total Population	49 % Of The Total Population

With more than 70% of the population under the age of 30, Somalia is a young country with enormous development needs. Among the more urgent is food security which, together with displacement of a large share of the population, has led to a continuing humanitarian crisis that has spilled over into the wider region.

Livestock is the mainstay of the economy: 60% of the population derives a livelihood from pastoralism-based livestock production. Export data collected by the FAO-managed Food Security and Nutrition Analysis Unit (FSNAU shows that in 2014 some 5 million livestock were exported to the Gulf States. This included 4.6 million goats and sheep, 340,000 cattle and 77,000; valued conservatively at around US\$360 million.



Photo: A pick up truck carries bananas from a farm in Afgoye town near the Somali capital Mogadishu to a market ; (29-5-12-
<http://www.sandiegouniontribune.com/news>)

World bank group (2016 data on Somalia - Agricultural sector survey) estimates that agriculture provides 60 percent of Somalia's gross domestic product (GDP), 80 percent of its employment and 90 percent of its exports, success in this sector is therefore critical to Somalia's economic growth. Agriculture also employs 65% of the workforce while livestock contributes about 40% to GDP (Hiiraan Online, Thursday, January 7, 2016). It is estimated that less than 35% of the land is suitable in agriculture. Despite being erratic and often scanty there are nevertheless two main rainy seasons.

These are Gu or spring (April and June) and Deyr or autumn (September and October), in between these two rainy seasons there is also Karan (late July through September) most occur in the western regions. Rain-fed farming accounts for 90% of the total area cultivated, while the area under irrigation constitutes only 10%, supporting about 4,000 farm families. The sector is dominated by smallholder farmers who own farms ranging from 2 to 30 hectares in area. The average farm size is approximately 4 hectares³

Somalia is heavily dependent on aid and remittances. In the absence of a formal commercial banking sector, remittance companies have enabled the diaspora to remit around \$1.3 billion annually to families in Somalia.

In recent years, Somalia has received approximately \$1 billion in official development assistance (ODA) annually (including both humanitarian and development assistance); in 2012. ODA per capita was \$98. While a majority of aid has been directed toward humanitarian assistance in the past, an increasing proportion of ODA is being directed toward longer-term development in Somalia under the New Deal.

Domestic revenue sources lack diversity, which makes the government highly vulnerable to shocks; 76% of domestic revenue in 2014 was derived from taxes on international trade.

Domestic revenue only accounts for half of the government budget. In October 2014, budget support from development partners totaled \$87 million, compared with \$82 million in domestic revenue.

The unregulated state of the economy has allowed the private sector to grow although this is marred by elite capture of revenue sources, often by cartels linked to militias.

Education

After decades of stagnation, the public education sector was revived in 2014 with the enrolment of nearly 90,000 children in formal primary education. This is a first step toward addressing the nation's extremely low national enrolment rate of around 42%, of whom only a third are girls. Secondary school participation is even lower for both boys and girls, with net attendance ratios of 12% and 8% respectively. Barriers to education include limited or unavailable primary and secondary school facilities, prohibitive school fees, and conflicting household and livelihood demands. Girls, in particular, are less likely to attend school due to domestic responsibilities. Nearly 75% of females between 15-24 years are illiterate, one of the world's highest levels of gender disparity.

Health

Access to health services is poor even by Sub-Saharan standards. Life expectancy at birth is 51 years and infant mortality rates are estimated to be 108 deaths per 1,000 live births i.e. one in every 10 children dies in the first year (UNICEF).

» Excerpts from Somali Development and Reconstruction Bank © 2016

In 2009, there were an estimated 625 health posts and 225 maternal and child health centers in Somalia. Assuming a population of nine million, this amounts to just one health post per 15,200 people. What existing services exist, are provided by the private sector, including pharmacies and drug stores, which may account for high service fees.

Political Development

The last 20 years have seen numerous failed attempts to establish peace and national reconciliation in Somalia. The August 2012 election of President Hassan Sheikh and the formation of the government have revived hopes in the country's ability to move from fragility towards sustainable stability and improved governance. The President and his government have embraced the New Deal through the development of an inclusive Somali Compact, which sets out the critical priorities for stability and sustainable economic development in the country.

Promising events in the political sphere have converged with a period of important — albeit fragile — military gains in southern Somalia. The new federal government has growing support from donors who are increasing assistance for further peace building and state building activities under the compact in the coming year. In 2014, the government developed Vision 2016, establishing a roadmap for achieving a national political settlement. It is comprised of three interwoven strands for reviewing and adopting a revised Federal Constitution, federalism and preparing for national elections in 2016. Despite some progress, Somalia is likely to face continued instability as new stresses emerge in the coming years.

Extracts and excerpts from

1. The World Bank briefing, © 2016 The World Bank Group (b) Somali Development and Reconstruction Bank © 2016 (c) FAO-Food Security and Nutrition Analysis Unit (FSNAU) 2014 (d) Map, Geology.com (d) Hiiraan Online, Thursday, January 7, 2016

The Ministry of Agriculture of The Federal Government of Somalia

Functions of the MOA

The Ministry of Agriculture has been established with a precise mandate to expedite the following functions:

- Formulate, implement and monitor agricultural policies, legislation, and
- Establish an enabling policy environment that will encourage, facilitate and promote agriculture value-addition, and agriculture business
- Provide and scale up agricultural research and extension services
- Develop, implement and coordinate initiatives in the agricultural sector
- Regulate and control the quality of inputs, produce and products from the sector
- Manage and control pests and diseases in crops
- Together with other partners, promote management and conservation of the natural resource base for agriculture development
- Collect, maintain and manage information on the agricultural sector

Vision, Mission and Core Values

Vision

The Ministry intends to create an enabling environment for Somalis and other investors to develop the agricultural sector that will improve the livelihoods of rural households, ensure a reliable supply of quality and affordable food while sustaining the natural environment.

Mission

The ministry will develop and implement policies, laws and regulations through a participatory process involving agricultural stakeholders along the value chain.

Core values

The mandate of MOA is discharged through a set of core values.

- - We work according to the constitution and laws of the State of Somalia;
 - We work with transparency, integrity and compassion;
 - We work together with respect and value our unique cultural, language and religious unity;
 - We are determined to succeed;
 - We are committed to live up to the challenge;
 - We are committed to create a sustainable

The Ministry operates its functions through seven Departments, namely:

1. Department of Land and Water
2. Department of Planning and International Cooperation
3. Department of Administration and Finance
4. Department of Meteorology and Food Security

5. Department of Plant Protection
6. Department of Crop Production
7. Department of Human Resources

Executive Summary

E1: MOA's 2016-2020 Strategic Plan

This document presents the MOA's proposed three year Strategic Plan and Strategy prioritization guide for the period September 2016- August 2020

The Plan provides for a clear line of sight through its Strategic Objectives and related Action Plans to the measurable outcomes that are guided by appropriate indicators and targets

This strategic plan also provides an overview of the Ministry's mandate and functions and outlines the key objectives and strategies to be pursued. It sets out the framework within which the Ministry of Agriculture will discharge its functions in line with its vision and mission for a three year period. It further identifies challenges facing the Nation of Somalia, which is a wide spectrum of insecurity, drought, famine, recurring violence and unstable political system.

E2: The early steps of the Implementation framework

In order to breathe life into the Strategic Plan, the following Quick Wins steps are proposed-

1. (a)The Federal Ministry(MOA Mogadishu) translates document into Somali (b)States, Regions and MOA Mogadishu should meet in their own domicile to select 'projects' from the SP – **Timeline: Between 15/7/16 and 31/8/16**
2. Conference: States, Regions and MOA Mogadishu meet to exchange , share projects –

Timeline: Between 1/9/16 and 30/9/16

1. States, Regions and MOA Mogadishu- two months to develop concrete proposals from the projects agreed in stage 2 –**Timeline : Between 1/10/16 and 30/11/16**
2. Funding and Partners Conference: States, Regions and MOA Mogadishu present proposals of stage 3 – **Timeline - Between 1/1/2017 and 31/1/2017**
3. The first project is up and running –**Timeline : By 15/4/2017**

E3: Goals

Vision

The Ministry intends to create an enabling environment for Somalis and other investors to develop the agricultural sector that will improve the livelihoods of rural households, ensure a reliable supply of quality and affordable food while sustaining the natural environment.

Mission

The ministry will develop and implement policies, laws and regulations through a participatory process involving agricultural stakeholders along the value chain.

Goals

There are three strategic areas of focus around which the Ministry's objectives and strategies have been derived.

Strategic Goal 1: Increase Agricultural Production

Strategic Goal 2: Improve and Rehabilitate Productive Agricultural Infrastructure Strategic goal 3: Strengthen Institutional Capacity of MOA

E4: Strategic objectives

In order to address these goals (pillars), the Ministry developed twelve strategic objectives.

Strategic goal 1: Increase Agricultural Production

Strategic Objective SO1-1:

To promote the use of modern and appropriate agricultural technology

Strategic objective SO1-2:

To revive and develop the Agricultural processing and packaging infrastructure

Strategic objective SO1-3:

To promote investment and partnerships for enhanced agricultural productivity

Strategic Objective SO1-4:

To develop and support an agricultural inputs system across Somalia

Strategic Goal 2: Improve and Rehabilitate Productive Agricultural Infrastructure

Strategic Objective SO2-1:

To develop and rehabilitate irrigation infrastructure

Strategic Objective SO2-2:

To develop the market infrastructure

Strategic Goal 3: Strengthen Institutional Capacity of MOA

Strategic Objective SO3-1:

To develop short-medium, and long term Agricultural plans

Strategic Objective SO3-2:

To develop Agricultural Policies, Guidelines and structures

Strategic Objective SO3-3:

To develop and sustain internal MOA policies, systems and procedures to build culture of formality and accountability

Strategic Objective SO3-4:

To develop institutional physical infrastructure

Strategic Objective SO3-5:

To strengthen agricultural training and research

Strategic Objective SO3-6:

To develop Monitoring, Evaluation and learning Systems

For each of these strategic objectives, strategies and activities have been formulated and corresponding indicators identified for monitoring and evaluating the implementation of this plan.

E5: NGOs and UN Agencies in Agricultural activities

During the years of unrest, a number of civil society and international organizations emerged, including UN agencies. These took the lead in improving living conditions by providing humanitarian support services. These included the provision of agricultural inputs (seeds, fertilizer and tools), livestock vaccination, and rehabilitation of irrigation canals through cash-for-work activities, as well as unconditional cash transfers to IDPs affected by drought, famine and civil unrest. The provision of these valuable services, made under emergency conditions, has been short-term in nature. Limited effort has been made to establish long-term, sustainable projects. Therefore, this Strategic Plan aims to take into account these contributions and address their shortcomings into a more formalized long-term perspective of agriculture for sustainable food security and surplus.

E6: Participatory Methodology

During preparation of the Strategic Plan, consultation meetings were conducted in Mogadishu with various stakeholders from farming-related organizations (hereafter referred to as the “agriculture sector”). These included commercial and small-scale farmers, Ministry of Agriculture staff, NGOs and professional groups. The Ministry, also, with assistance from FAO, organized a Strategic Plan validation workshop in December 2015. The workshop was attended by more than 40 delegates from five States of Somalia namely the Ministries of Agriculture of Galmudug, Jubaland, Puntland Southwest states and Hiran-Shabelle regions and staff from the Ministry of Agriculture. The delegates of the meeting in Baidoa on 1st June 2016 during the Launching of the Strategic Plan also contributed to the final version of this June edition of the Plan.

During the earlier stages of developing the plan, participants identified several key challenges, namely poor infrastructure (roads, ports, and irrigation canals), lack of institutional and human capacity, and lack of an enabling environment (peace, security, government policies and regulations). In addition, stakeholders cited a severe shortage of agriculture inputs and labor, lack of markets for cereal production, and lack of technical support services. The market problem in cereal production can be attributed to cheap imported products and food aid. Compounding the problem is the absence of value-added capacity (agro-processing) in Somalia and high labor costs. The labor shortage is mainly due to the aforementioned mass migration of the agro-pastoralist communities to IDP camps in cities like Mogadishu.

In the midst of challenges, the stakeholders identified several positive areas to build upon. Most important, the agriculture sector has proven to be resilient despite 23 years of civil unrest. The consultation meetings revealed that there is promise in the availability and expansion of domestic agriculture markets. Examples are the growth in the sesame, banana and dried lemon businesses in the Lower and Middle Shabelle regions.

E7: Crops from the States and Regions of Somalia

This strategic Plan also incorporates a list of the key crops of the Somali agricultural sector. This will be found in annex 2 of this Plan.

E8: Implementation and monitoring

The Ministry has developed an organization structure which takes into consideration the high probability of success of the Plan. The structure of the Ministry has been organized into six (6) Departments namely -Crop production, Plant protection, Administration and Finance, Land and Water, Planning, Training and International Cooperation and Meteorology and Food Security .

Monitoring, evaluation and reporting will form a critical component of this plan. Monitoring and evaluation reports will be prepared to provide feedback on progress made and form a basis of the next steps in implementing the plan.

A concise half annual briefing report by The Monitoring & Evaluation Steering Committee- MEST's review of this Plan will be presented to the Honorable Minister, and the lessons learned will be clearly documented.

E9: Resource Requirements and Mobilization Strategies

E9-1: This Plan will require adequate and timely physical, human, networking and financial resources in order to implement this strategic plan. **The plan** will require a start-up budget of **62 million USD \$**.

E9-2: The implementation costs will be worked out on an ongoing basis –as and when projects have been identified within the Strategic Plan, formulated and approved. The execution of a Strategic Plan is a dynamic process; projects will be extracted from the Plan and budgeted accordingly for funding purposes.

E9-3: The MOA proposes to lobby the international donor community, regional and national development and relief agencies, and the Somali business community to share implementation costs.

E9-4: Attracting Investors

The Ministry believes that, this Strategic Plan will attract investors to generate valuable returns on investment within 2 to 3 years. We invite investors to focus on the ***Strategic goal 3: ‘Increase Agricultural Production’***- which offers various attractive avenues for stable and sustainable return on investment. For example, the Strategic plan stipulates strategies and programs which will definitely produce quick and reliable returns on investment:-

1. **Technology:** (i)to promote the use of modern and appropriate agricultural technology (ii) to revive the Agricultural processing and packaging, and (iii) to Introduce efficient, effective, user friendly and affordable packaging. These are lucrative business areas.
2. **Marketing, Supply and Value chain sector:** (i) to develop a distribution channel for agricultural inputs and accessories up to village level (ii) to seek professional assistance to develop and grow viable farmers' cooperatives, microfinance system and community-level financing. These initiatives will open wholesale and retail of agricultural inputs as well as benefits from financing the whole value chain through cooperatives and viable financial credit mechanisms.

The initiative of introducing advanced irrigation techniques (e.g. drip and sprinkle⁴ irrigation) and green houses technology in selected appropriate locations has also been proposed in this Strategic plan, which can as well attract Investors.

E10: EPILOGUE

This document presents the Strategic Plan for Somalia's Ministry of Agriculture, which should guide all its administrative, program and project activities for the period 2016-2020.

4 Note that **SPRINKLE** irrigation in hot climatic conditions may lose 30-50% water due to evaporation which is wastage in a water deficit country like Somalia (by Jenny Green, Demand Media-Google).

: The Ministry of Agriculture

CHAPTER 1

Introduction

The Ministry of Agriculture (MOA) is one of the newly autonomous ministries of the Somali federal government, created in January, 2014. Its formation is a departure from the previous structure, in which agriculture was under the former Ministry of Natural Resources (MNR).

This is the first time since 1990⁵ that the Ministry of Agriculture has been an independent ministry addressing farming-related activities.

Given its important place within the government, the ministry has been tasked with the challenge of ensuring the effective and sustainable use of national resources to spearhead economic recovery -- the central pillar among the Administration's six main pillars. Aligning priorities with the key strategic pillars of the government is essential for creating economic opportunities in the post-conflict stage in Somalia

: Background to the Strategic Planning process ⁶

Decades of political, social unrest and economic challenges in Somalia have led to critical capacity limitations of the Ministry of Agriculture (MoA). With the fall of the national governance structures due to conflict, the capacity of many institutions to deliver their mandates were decimated and as a result Somalia performances poorly on human and social indicators.

The institutions that supported in knowledge creation and transfer, such as national education systems, collapsed while skilled professionals migrated leading to the weakening of human and institutional capacities. These problems were further exacerbated by the absence of critical policies, rules, regulations and legislative frameworks of the country. While the country is on the path of recovering, FAO stands and supports the Ministry of Agriculture in its quest of rebuilding and strengthening its institutional capacity to deliver effective services to the country.

Following the reorganization of the Somali government apparatus in January 2014, the Ministry of Agriculture (MoA) of the Federal Government of Somalia split from the Ministry of National Resources and emerged as separate ministry. Against this background, the MoA is actively pursuing the development of a Strategic Plan for mid-2016 to mid-2020 by engaging in a participatory process with a wide range of stakeholders. Once validated, the Strategic Plan will be used to develop guiding documents on institutional development, recovery of agricultural infrastructure and improving agricultural production to enhance food security.

FAO will continue to support the development and implementation of enabling policy and regulatory frameworks, aiming to assist the Ministry in overcoming the considerable lack of capacity. The ability to develop strategy, policies and regulatory instruments is critical in creating an enabling environment, which in turn improves the investment opportunities and

5 In 2006-2007 the Ministry of Agriculture also existed as a stand alone Ministry

6 Extract from the LOA **Letter Of Agreement** between MOA and FAO reference # **110/2015**

competitiveness of the productive sectors. This also enables various actors and institutions in the different sectors to effectively perform their respective roles.

: Agriculture and the Economy of Somalia

Pre-war figures show that the sector, which includes livestock and fisheries, contributed about two-thirds of the country's GDP. About 70 percent of the country's population lives in rural areas and derives its livelihood from agriculture and related activities.

Farming is second only to the livestock sector in its importance for the Somali economy. With an estimated 8.1 million hectares of fertile lands around the Shabelle and Juba rivers and surrounding regions, farming has the potential not only to cover domestic food demand, but also to play an important role in the export market. Moreover, millions of people depend on agricultural production for their livelihoods. Most of these are small subsistence farmers working in rain-fed areas. Commercial small- and medium-scale irrigated farms situated alongside the two main rivers (Shabelle and Juba) also play an essential role in fulfilling the food gaps as well as contributing to the national economy. These commercial farmers produce commercial crops such as banana, lemon, grapefruit, mango, papaya, and other vegetables and fruits intended for local as well as international markets.

: Purpose of the Strategic Plan

The Strategic Plan is designed to enable the MOA to promote farming-related agriculture strategies aimed at improving livelihoods for the agriculture community and economic recovery of Somalia. These shall be implemented by: 1) Rebuilding the Ministry of Agriculture; 2) Improving and rehabilitating agricultural infrastructure; 3) Increasing local agricultural production; and 4) Strengthening resource mobilization capacity of the ministry.

During the period before the civil war, the sector was the largest single employer in Somalia. Agriculture was the primary source of income and employment in rural areas. Even though this Strategic plan is of a short span ranging three years, it still has the potential to rekindle the benefits of the pre 1990 era with respect to rural employment and livelihood support.

Amid chaos and recurring violence, the MOA leadership sensed that there is more potential in the working environment than what the Ministry has the capacity to see and capitalize on. MOA therefore saw the Strategic plan as a roadmap for success. A strategic plan was regarded as a beacon of action for the various departments and sections of the Ministry to align themselves with common goals. This is the rationale that drove the MOA to embark on a strategic planning process

: MOA and FAO assistance in developing the Strategic Plan

The FAO, through a Letter of Agreement, extended support to MOA in developing the 2016- 2020 Strategic Plan. The assistance was aimed at ...(quote) *“To formulate and develop the “Strategic Plan” of the Ministry of Agriculture during the triennial period of September 2016 – August 2020 with particular emphasis on the Institutional Capacity Development Programme of the ministry.”*



Photo: Hon. Minister, Ahmed Hassan Gabobe giving his opening speech during the FAO supported Strategic Plan validation workshop, Mogadishu, 23/12/2015

The deliverables were outlined as -

1. A “Strategic Plan” Document for the period of September 2016 - August 2020. This is a comprehensive triennial plan with particular emphasis on strategies aimed at strengthening the capacity of the Ministry of Agriculture to effectively deliver its core mandate.
2. A Strategic Prioritization Document. The Strategic Priority Document originates from the finalized “Strategic Plan” and proposes modalities of operationalizing the Strategic Plan. The document establishes the priorities of Strategic Plan which the ministry aims at pursuing during the triennial period.

: Situational Analysis-The State of Agriculture in Somalia

In Somalia, crop farming is an important economic activity that serves as a source of food and employment to millions of people. Historically, agricultural production has been concentrated in southern Somalia, particularly in the Shabelle and Juba valleys, as well as the inter-riverine regions of Bay and Bakool. Agriculture is also practiced in the Northwest, where vegetable production under irrigation and dry land farming is very common. Oasis farming for vegetable production is also very common in the North Eastern region. Food production and processing, especially around the Shabelle Valley and Banadir region, have been important industries. In the past, major agriculture products have included banana, sugar, tomato and rice production and processing.

Maize is the main crop grown in the Shabelle Valley, while sorghum is a major crop in the inter-riverine agro-pastoral areas of Bay and Bakool, as well as the Awdal region of Somaliland. Twenty-three years of civil unrest have led to the destruction of agricultural infrastructure, markets, institutions and human capacity. Therefore, working to improve crop production is an important initial undertaking. These promise to improve incomes for crop value-chain actors while creating jobs and increasing food availability. Numerous constraints in the agriculture sector must be resolved in order to meet domestic requirements and

expand to potential export markets. These constraints, which can result in production shortfalls, are outlined below.

: Security Concerns and IDPs

Farmers in South Central Somalia displaced from their original farms, now living as internally displaced persons (IDPs), are not yet ready to go back to their former villages and farms in part due to security concerns. The IDP camps in Mogadishu are mainly comprised (over 50 percent) of people displaced from the Bay and Bakool areas during the drought of 2011. Among the problems in these camps are: a) gate keepers charging the IDPs a hefty tax, b) ghost beneficiaries, and c) diversion of resources by the NGOs distributing the cash/voucher.

: Human Capacity and Labor Costs

The “brain drain” of Somali professionals leaving the agriculture sector has resulted in limited dissemination of best agriculture practices and knowledge in the country. The few agricultural professionals who remained in the country during the civil unrest have taken other jobs, mainly in humanitarian organizations. These jobs are rarely related to agriculture development. The high cost of labor, which is largely due to the mass migration of farmers and farm laborers to IDP camps, is also a constraint.

: Lack of Research and Extension Services

Since the collapse of the Somali state, research and extension services have been generally nonexistent. Farmers have little or no access to public or privately provided services to assist in seed variety selection, soil testing, production practices, pest control, post-harvest handling, value addition and other crop production aids. In addition, various technologies (seeds and other inputs) are introduced and distributed to the farmers without prior testing.

: Limited Marketing Options

Limited marketing options, especially of vegetables, have led most producers to sell immediately after harvest to a single trader. There is no incentive for farmers to grow cereal crops such as maize, sorghum and rice, as there are cheap cereals in the market introduced either by the World Food Program (WFP) or food importers. Almost 90 percent of the rice in the market is imported, while over 50 percent of the maize and sorghum are

introduced as food aid by various organizations. Lack of policy and regulatory frameworks for the ministry makes international trading costly for the business community.

: Infrastructure and Post-Harvest Handling

Poor road and transportation infrastructure for crop and livestock produce means that a) prices are high for the consumer, and b) product quality can deteriorate quickly. Poor

storage and crop handling practices also increase spoilage, especially of vegetable crops, resulting in losses and reduced incomes for farmers and traders.

: Pest Control

The Ministry of Agriculture lacks the capacity for widespread implementation of pest and disease control programs. Numerous small shops sell pesticides, as well as fertilizers and other inputs; these shops do not provide adequate technical advice on safe use of their products. Integrated Pest Management (IPM) approaches are not practiced.

: Seed Production

A formal system for developing and producing seeds and planting materials is needed to enable access to advanced breeding technology for Somalia's farmers. Somalia needs to ensure that its policies, laws and regulations are harmonized with those being developed by the Common Market for Eastern and Southern Africa (COMESA).

: Weak Environment for Policy Regulation

Seed and input imports are not regulated. Improved seed systems and other inputs will require regulations to control imports so that harmful pests and toxic chemicals are not introduced. Imported seeds should be accompanied by a phytosanitary certificate verifying that the plant material had been certified as pest-free prior to leaving the exporting country.

: Donor and NGO Support

The past 23 years of civil unrest resulted in a significant vacuum in basic agricultural sector support. NGOs emerged to provide humanitarian interventions. Some UN agencies started providing technical support services through NGOs, but most of the interventions were short term in nature (cash for work, food for work, canal rehabilitation, etc.), mainly lasting for 3 to 6 months. The Ministry of Agriculture is not fully aware of the NGOs' agricultural activities while there is no coordination mechanism among the NGOs. NGOs have been involved mainly in short term interventions such as input distribution, cash and voucher distribution to IDPs, and cash-for-work and food-for-work programs.

The other elements of the value chain such as seed/inputs, production practices, storage, food processing, markets and the enabling policy environments are not addressed.

: Lack of Agricultural Finance and Credit

Somalia currently lacks a proper commercial banking system and financial services sector. This makes it nearly impossible for agricultural stakeholders (farmers, traders and other players) to obtain credit or other forms of commercial or formal financing.

: Land Disputes

Land disputes are a major concern throughout the agricultural regions of Somalia. During the years of civil unrest, many farmers and communities abandoned their land. Others were forced to leave during tribal clashes and competition for fertile land from powerful and armed clans. The drought in 2011 added to these problems. IDPs returning to their villages are sometimes faced with land disputes due to the land grabbing that took place during their absence.

: Challenges relating to peace, security, stability

This plan has also been prepared taking cognizance of challenges relating to peace, security, stability among others. As a Ministry in charge of Agriculture, food security, availability of farm inputs and equipments as well as skills and human resources are key interests that define the Ministry's engagement with other Ministries, the people, the politicians, the international partners, NGOs and the private sector.

1.7: Methodology and approach

The strategic planning process has so far taken three phases and is expected to reach its climax in phase 5 with the launch of the document.

Photo: The Groups in session, discussing PESTLE analysis during the FAO supported Strategic Plan validation workshop, Mogadishu, 23/12/2015

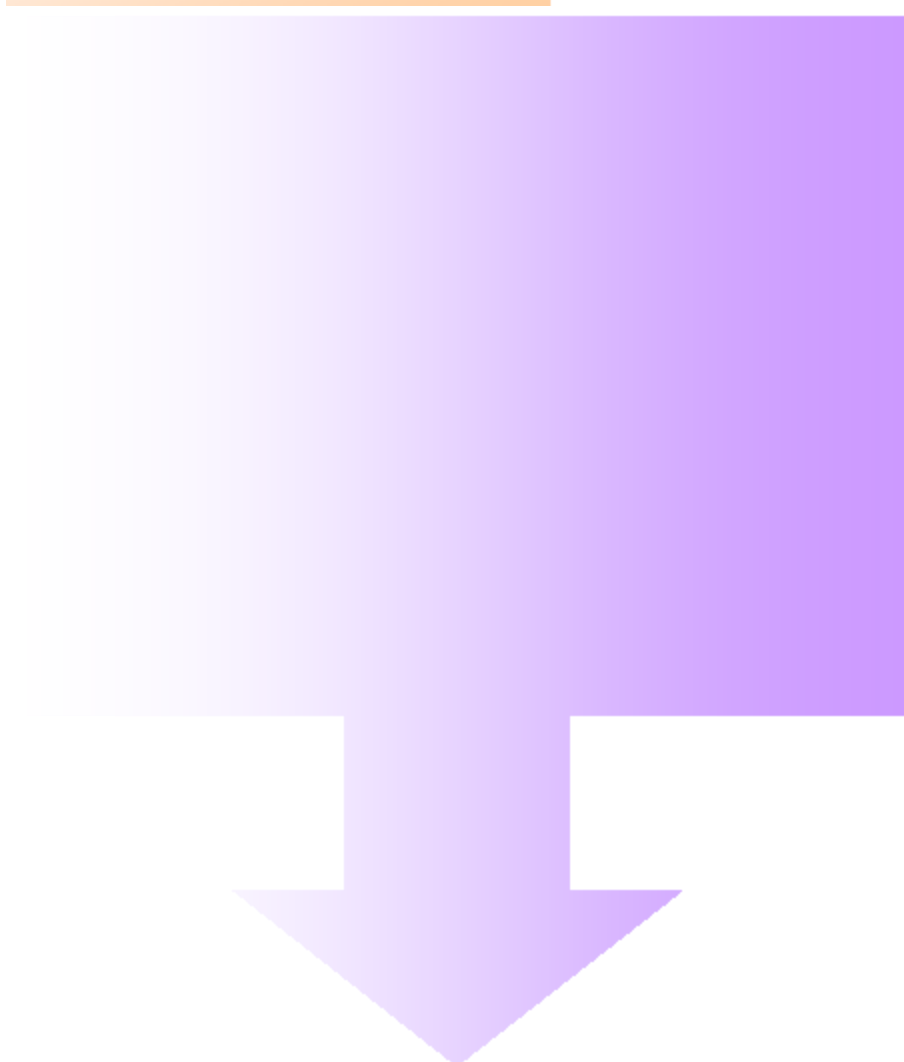


The five phases

Phase 1-The MOA, led by the earlier Minister Hon. Abdi Ahmed (Baffo) developed the first draft Strategic plan for the period 2014 -2016.

Phase 2-The MOA with support from FAO mobilized stakeholders and Regional and State Ministry of Agriculture officials to a Validation workshop in December 2016. The document of Phase 1 was intensively reviewed and validated

Phase 3-The MOA with support from FAO, compiled the Strategic plan document and Prioritization document





PHASE1

Draft Strategic Plan 2014-2016

Done: June 2014

PHASE 2

Strategic Plan validation Workshop Done: December 2015

PHASE 3

Draft Strategic Plan and Prioritization Document

2015-2018

Done: March 2016

From words to action

M&E AND

Review

PHASE 5

Launch of Strategic Plan 2016-2020

Done: Baidoa, 1/6/16

PHASE 4

Approval of Draft Strategic Plan and Prioritization Document 2015-2018

Done: March 2016 to June 2016

Phase 4-Approval of the Strategic plan document and Prioritization document

Phase 5-Launch of the Strategic plan document and Prioritization document

The Strategic Plan was launched on 1st June 2016 in Baidoa. It was another opportunity to bring the Somali nation together for a common cause. The delegates contributed ideas to improve on some sections of the document; we have included these ideas in this June edition of the Plan.

CHAPTER 2

Strategic Analysis

—Preamble:

Strategic analysis or sometimes referred to as environmental scan is an objective review of the current and anticipated environmental factors that impact an organization. These can include, for example, the political, economic and demographic environment in which the organization is operating. It also includes the regulatory environment donor trends

In the MOA context, it was done to assist the strategic planning team to understand and identify key trends and environmental factors that impact the MOA programs now and in the future and, where appropriate, plan a course of action.

Five analysis were performed namely

SWOT	STEPLE	Stakeholders	Risk	7s McKinsey
Strengths	Social	Stakeholders	Risk	Skills
Weaknesses	Technological	Analysis	analysis	Shared values
Opportunities	Economic			Staff
Threats	Political			Strategy
	Ecological			Systems
				Structure
				Style

Two STEPLE analysis were performed; the first STEPLE was carried out in 2014, while the second STEPLE analysis together with Risk analysis and 7S McKinsey analysis were done in December 2015 where delegates from the Regions and States of the Federal Republic of Somalia were involved .

The following is the summary of the outputs from the strategic analysis:

— SWOT Analysis

Despite more than twenty four years of civil war and lack of formalized administration of the Agricultural sector, Somalia and Ministry of Agriculture (MoA) is awash with a number of strengths and opportunities. MOA can build on these positive factors to achieve its desired strategic objectives. The MOA views the weaknesses and threats, detailed below, as offering entry points for putting strategic measures in place.

SWOT MATRIX

STRENGTHS	WEAKNESSES
- Current MOA leadership that is capable of bringing together professionals, NGOs, the UN and others in roundtable meetings to influence the strategic direction of MOA - Existence of at least 57 staff members working under the Ministry of Agriculture in various regions and districts	- Weak capacity of MOA to deliver its mandate - Absence of coordination of agencies undertaking agricultural activities by MOA - Inaction by MOA when farmers reported the malpractice of diversion

Continued existing structures and framework to work with FAO	of agricultural inputs donated to them by international development agencies - Lack of enforcement of regulations, including tax exemption on agricultural inputs - Inadequate labor for agricultural production - Absence of strategies for promoting agricultural economic recovery
OPPORTUNITIES - Enabling environment is safer for MOA to move beyond Mogadishu - Existence of strong Somali agricultural professionals with global networks that MOA can piggyback on - Establishment of structure (by government) to address farmer concerns on security and other matters related to agriculture - Willingness of farmers in various regions of Somalia to support the taxation system set by the government - Presence of existing facilities such as offices, guesthouses, farms (Chinese farm and Lib- soma), buildings, extension, research and seed multiplication centres, and storage facilities in various regions of Somalia - Possibility of UAE supporting the agricultural sector - Initiative by WFP and FAO to purchase maize from small-scale farmers in order to support the local economy - Presence of 14 farmers' cooperative groups/associations in many regions - Presence of fertile regions where agricultural production can be scaled up - Existence of markets for agriculture products in Mogadishu and other major cities for agricultural products/produce - Possibilities of sabbatical work for the MOA staff to NGOs that implement agricultural activities	THREATS - Poor strategies for IDP relocation by NGOs - Inadequate knowledge on agriculture by NGOs that support agricultural activities - Land grabbing that results in violence in agricultural areas - Skirmishes from gangs dressed in military uniform in some regions, which creates tension among agricultural communities and results in poor social cohesion and mistrust - Recurrent floods/drought that destroy crops during the rainy/drought season - Financial deals by international agencies with the agricultural sector which have never materialized - IDPs opting to engage in small-business activities within Mogadishu but not farming - Preference by NGOs to engage in short-term activities that do not translate to sustainable gains for farmers/communities - Deforestation and charcoal export, which results in major degradation of agricultural land - Looting of assets distributed for agricultural development by Al Shabaab - Existence of regions that are not controlled by the government - High cost of production incurred by farmers due to the demands of militia groups - Absence of crop production in the last two seasons in some regions because free food is provided by Hormuud

	and WFP
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Recommendations-SWOT Analysis

The SWOT analysis provided insight leading towards the following recommendations:

1. Continue building trust with FAO and other partners
2. Organize capacity building programs for MOA staff to enhance its ability to deliver its mandate
3. Lobby for strengthened enforcement of regulations
4. Work with Central Government to promote policies for food security and an agricultural economic
5. MOA to move beyond Mogadishu and make use of Somali agricultural professionals with global networks
- ...
6. Make use of the existing un-damaged facilities in various regions of Somalia
7. Encourage and negotiate with WFP and FAO to purchase maize from small-scale farmers in order to support the local economy
8. Encourage the cooperative groups and associations in many regions
9. Seek UN support to encourage IDP relocation to resume farming
10. Seek greater efforts to curtail floods and drought cycles and recurrence

—Stakeholders’ Analysis

The MOA has analyzed the mandate, comparative advantages and roles that the following stakeholders can play in the implementation of the MOA strategy. The MOA also realizes there are potential areas of conflict in the way these stakeholders operate. These areas include: the differing approaches to facilitation of grassroots agricultural processes; the differing values underpinning each institution, such as increasing of profit margins for those in the banking industry; promotion of a “win-lose” strategy in dealing with partners who are perceived as sharing the same interest (hence a focus on how to outsmart them to remain on top). These are some of the challenges that MOA observes may scatter the ideal of partnership and collaboration. This notwithstanding, positive attributes have been highlighted below to showcase how even diverse entities can unify to deliver agricultural services to the people of Somalia.

THE STAKEHOLDERS MATRIX

STAKEHOLDER ROLE COMPARATIVE ADVANTAGE

Farming communities

Key denominators/users in the application of agriculture skills, knowledge and technology from MOA and private sectors

Possesses the collective powerbase for scaling up new technology, advocating for adoption of new technology and mobilizing community members for change

Farmer cooperatives/ associations	Key denominators/users in the application of agriculture skills, knowledge and technology from MOA	Possesses the collective powerbase for scaling up new technology, advocating for adoption of new technology and mobilizing community members for change
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Corporate companies/ private sector	Provide agricultural inputs, agro-processing, seed multiplication, marketing, quality control, etc.	Driven by market demands/dynamics, ensuring greater chance of quality services
LNGOs/CBOs	Key denominators in the application of skills, knowledge and technology from MOA	Facilitate processes for collective learning, new technology, advocating for adoption of new technology and mobilizing community members for change
Regional bodies/ organizations	Offer cross-border linkages and harmony on pertinent issues related to agriculture development	Readily available vehicles for facilitation of common agreements, advocacy and follow-up
STAKEHOLDER	ROLE	COMPARATIVE ADVANTAGE
Bilateral and multilateral agencies	Offer cross-border linkages and harmony on pertinent issues related to agriculture development	Readily available vehicles for facilitation of common agreements, advocacy and follow-up
UN agencies	Provide technical and financial support in agricultural programs and projects	Retain highly qualified technical teams

Media Disseminate information on agriculture technologies

Wider coverage and listener base

Other federal	Implement the core pillar of the federal	Clarity of their respective mandates and
government	government of Somalia	requirement to take collective responsibility
ministries		as government instruments
/departments		

Training and research institutions	Promote training and research in agricultural technology	Available human resource base, equipment and structures
Banking/ Financial sector	Provide required credit to farmers	Strategic when employing Cooperate Social Responsibility principles

Recommendations –Stakeholders analysis

The stakeholders’ analysis provided insight leading towards the following recommendations:

1. Engage the community, NGOs, CBOs to revive grass root agriculture
2. Expand skills and expertise in the cooperative sector for collective learning and feedback mechanism; strengthening value-chain initiatives
3. Involve the Private sector , banks, financial institutions in regular agro-enterprise forums
4. Collaborate with FAO, UN Agencies and Multilateral agencies
5. Engage the media positively to promote and disseminate information on agriculture
6. Link MOA to other Government ministries
7. Capacity build staff of MOA, revive research and agriculture schools

2.4: PESTEL Analysis

Steps have been taken to analyze the political, environmental, socio-cultural, ecological and technological environment within which MOA operates. The first analysis was done in 2014; it was repeated in December 2015 where delegates from the Regions and States of the Federal Republic of Somalia were involved.

These analyses are critical, as they allow the ministry to consider the external factors that are likely to enhance implementation of the Strategic Plan, and at the same time explore any factors that may hinder the process.

—Political Analysis

Somalia has suffered from recurring political crises from 1990 to date. The Civil war and insurgences, conflict between clans, fighting between Militias and clans all created a platform for chaos and disintegration of the once admirable agricultural sector of Somalia. The instability caused by the conflicts and civil wars has severely affected the livelihoods of rural communities, especially the lives and living environment of farming communities.

Puntland was affected by conflicts between Puntland and Religious insurgency groups. Productive people were displaced from their farms. The country fell into political disintegration. Moreover, there have been no regulations, laws and policies concerning rural and agricultural development. Due to the absence of an effective and functioning government, all agricultural institutions and civil services in rural areas have disappeared.

The crises created a recurrent condition of insecurity; agricultural land tenure suffered and farmers and villages were hindered from practicing productive farming and agriculture. The civil war affected agriculture drastically. With decreasing production of crops, and also damage of roads and bridges, the role of agriculture in life disappeared. There was no physical planning policy, there was increased market inflation, no farming and marketing access, limited food supply and withdrawal of the pre-1990 implementing agencies.

In the midst of all the chaos, some positive developments also happened. Local NGOs got involved in productive agriculture assistance programs. There was an establishment of agricultural secondary schools-the Merca agricultural secondary school and Darussalam Agricultural School; business people also established Universities offering agricultural sciences e.g. the South west university in Baidao

Therefore, the villages and rural areas of Somalia have had no public services for improving the production systems and the livelihoods of farming communities. By 2012, hope started to emerge with the creation of New Federal state and change in leadership . The new government has made it a priority to boost the agricultural sector and provide opportunities for improved agricultural systems. There are new strategies and initiatives to stimulate the agricultural sector of Somalia.

—Economic Analysis

Somalia suffered from massive inflation and unstable currency and fiscal mismanagement. Sixty-seven percent of the Somali population lived in rural areas in 2004. Of that, 55 percent were engaged in pastoralism and farming. Agro-pastoralism has been and remains the mainstay of the economy, with livestock exports being the main foreign exchange earner. Every rural family depends – partly or entirely – on livestock and farming for its livelihood and food security. In the main, most farmers are agro-pastoralists who practice low-input, labor-intensive subsistence farming, each farmer cropping relatively small areas of land or working cooperatively on larger units. Today, crop yields are low and have not improved for decades.

The long-term post-war (1995-2006) average annual production of cereals in South Somalia amounted to 264,623 metric tons, with high annual variations due to erratic rainfall, recurrent floods, pests and diseases. In the period 1995-2005, the average yield/hectare was estimated to be 320 kg for sorghum and 660 kg for maize (EC, 2010). Post-war

average production is estimated to be 50 to 60 percent of the pre-war average (1981-1990); showing that Somali crop production has considerable potential for growth. It is estimated that in the post-war years, maize represented about 65 percent of cereal production, with sorghum representing 35 percent. The Lower Shabelle and, to a lesser extent, the Middle Shabelle together produce 70 to 80 percent of maize and 30 percent of total sorghum. They are also important producers of sesame, fruits and vegetables, although production estimates are not available (FSNAU).

Mechanized farmers went back to low-productive traditional farming system. The infrastructure and market information deteriorated with an increase in commodity of prices. There were no more systematic skills development programs and many people migrated to the big towns to do small day-to-day trading. The crisis also took a big toll on the roads and infrastructure

The good farms lost their agricultural equipment; there were no reliable supplies of seeds and fertilizers and farm input. The drought that occurred in 2011 caused a lot of crises and loss of lives in both human and livestock. The good storage systems collapsed hence post harvest losses increased; this affected the livelihood of the communities

On the other hand, we can expect new market opportunities for agricultural products as a result of the improving security, high prices of imported food, and local population growth strengthened by the increasing number of people returning after a long exile due to the civil wars. Moreover, the strategic location of the country and the entrepreneurial mindset of the Somali people could lead to more investment in farming activities. This in turn, would encourage farmers and rural communities to increase their production and thus their income. It would also provide labor opportunities to rural inhabitants, and many urban dwellers, too.

—Social-Cultural Analysis

The civil war had a big impact on the socio-cultural aspect of Somali life. Many people migrated to big towns; others streamed into Kenya and became refugees –with many children born and bred in refugee and IDP camps. Mogadishu and Somalia in general has the highest record of unemployment especially the youth. The social fabric was torn apart, farmers were displaced, and this resulted in lack of man power and labour for agricultural activities in the fields.

With farms averaging about 8 persons per household, the farming areas are among the most densely populated areas in Somalia. Although the composition varies, the majority of the population belongs to “minority” groups whose livelihoods are based mainly on the cultivation of small plots combined with other activities such as hunting and collecting wild animals. These communities are highly dependent on natural resources; for this reason, they are very vulnerable, because even the smallest changes in the ecosystem greatly influence their livelihoods. With no reliable means of livelihood, people lost their purchasing power causing high poverty prevalence in Somalia.

The social structures in the villages are generally based on traditional systems that have their roots on clan-based networks. This means, for instance, that within the same village there might be different groups and networks that are connected to one another through clan lineage. Decisions about social issues are made at different levels depending on the issue. For instance, a “traditional meeting” with a leader may be held to discuss a particular matter. In these meetings, decisions are taken and the outcomes communicated to the rest of the community.

There are no formal education and knowledge institutions in the majority of villages. Informal networks exist among women’s groups. These groups support individuals and families in times of transition, from weddings to death of a family member. In some villages, women form *Ayuuto* or *Sholongo* groups. These are a kind of alternative savings and loan system in which a group of people (mostly women) each periodically contributes an agreed-upon amount of money. The total amount is distributed each time to one person until the round is completed. This system might serve as a micro-credit system; however, the system is not working very well at moment for many rural areas due to lack of financial ability to start or participate in these groups.

—Technological Analysis

The farmers in most of rural Somalia depend on traditional farming practices; knowledge and skills are transferred from generation to generation. The intensive use of farm fields without adequate inputs to restore the soil has led to degraded soils and a decline in farm outputs. Due to the absence of a functioning government and civil services, there has been no extension service for more than twenty years. Therefore, farmers have been unable to access newer technologies, knowledge and skills to adequately face their ever-increasing challenges. Moreover, most rural areas have no farmer organizations or similar groups that serve the communities’ interests.

For the past 15 years the farm machinery, equipment and food storage facilities were damaged and neglected. The extension and research infrastructure was disrupted or destroyed.

Amid disruption and chaos, Somali business people invested successfully in the telecommunications sector. The Puntland TV releases agricultural programs, which includes communication and information sharing and exchange on agricultural products. The mobile telephone has eased the money transfer process which can translate favorably for the farmer in the rural areas.

—Ecological Analysis

The increasingly variable world climate, as well as the negative human influences on the environment (such as cutting trees for charcoal production), has caused changing rain patterns, long drought periods, soil erosion and degradation, loss of agro-biodiversity, deforestation and desertification, among other ills. The challenges of climate change has disrupted the seasonal rain patterns, and raised the global average temperature.

Moreover, the absence of environmental policies and regulations has negatively influenced the use of natural resources. For instance, the exploitation of communal areas through overgrazing and massive cutting of trees for making charcoal has had a dramatic impact on the environment, ecosystems and biodiversity.

Climate variability, in particular, can be a major cause of droughts and ecological degradation and the emergence of pests and diseases that lead to crop failure. Also, the seasonal winds that mainly occur during the Xaggaa season (the first dry season) and occasional floods during the Gu' season (the main rainy season) can cause significant erosion. In addition, intensive use of farm fields and grazing lands without adequate inputs to restore the soil and replant trees and plants has led to land degradation and a decline in agricultural outputs. .. In the majority of farming areas, there are insufficient hedges and wind-break trees around the farm plots to prevent soil erosion. The El-nino phenomenon and frequent droughts has left the soils defenceless from floods soil erosion, reducing available reliable land for farming. These circumstances lead to more soil erosion and reduce the water catchments system.

Moreover, as the (rural) population is exponentially growing, so, too, is the demand for increased agricultural production. The increased need for land for cultivation, water and nutrients could contribute to further environmental degradation, and the further loss of forests and depletion of underground water. Deforestation is a particularly devastating threat, as forests provide economically profitable products such as frankincense and honey and sustain the lives of wild animal species. Forests are also vital to agriculture in preserving biodiversity, sequestering carbon and regulating flow and quality of (ground) water. Deterioration of once good fertile soils, drought has led to loss of soil fertility which in turn leads to poor productivity, low agricultural production, failed food crops production. Climate change, droughts, and damage to green cover, has also caused loss of both human and livestock lives.

Much of the displaced people depend on external food aid. The few remaining farming communities are discouraged from active food production as food aid distorts the market dynamics

The low and unreliable rainfall and the great seasonal variations in precipitation in Somalia play a crucial role in the country's agricultural production systems. The new government has promised to come up with new laws and regulations that regulate the use of natural resources and protect these resources and the environment.

—LEGAL factors analysis

The parliaments that were formed during the various periods towards 2012 were not stable and had minimum time to discuss matters agricultural. The law makers were pre-occupied with infighting and survival instincts to maintain their political postures. Although from 2012 some hope started to emerge to place agriculture as a National Agenda, however the Federal Government is still facing challenges in many fronts. Finances are not adequate, resources are scarce, skills and competencies are incompatible with the demands and insecurity continues to pose great challenges for sustainable operations of farming and agriculture in general.

During the last 24 years, the land and water use laws were not enforceable. There was little legal or para-legal or even elders-based community assistance to resolve land conflicts, and disputes in land property ownership. Conflict between farmers with respect to land ownership continues to hamper farming. Laws, rules, regulations and policies with respect to Pesticides, phytosanitary controls and regulations to stop of wanton and illegal

destruction of vegetation for production of charcoal could not be enacted or enforced. Laws on food and agricultural import-export regulations have ceased to be applied since the pre- 1990 era. However in the advent of 2012, there is a new mindset in the MOA and among many farming communities of Somalia to brave the situation and start reviving productive and commercial farming and agriculture in general.

The STEPLE analysis was done in 2014 as well as by Federal States delegates in December 2016. It provided insight leading towards the following recommendations:

Recommendations-STEPLE analysis

1. The MOA should work with Parliament to develop, introduce and enforce phytosanitary laws, land and water use law, and strength the law and clarify issues with farmers
2. Develop sustainable and productive agricultural programs such as underground rivers, repair and reconstruct logistics and agriculture infrastructure, improve land preparation and rehabilitate canals
3. Develop and enforce policies such as food security policy , Regions-Federal linkages policy, National Environmental policy and the Somalia Agricultural land Policy
4. Improve and develop institutional capacity, good governance, formulation and implementation and review of systems, policies and procedures and rebuilt range management
5. Build the capacity of farmers and MOA staff; introduce public campaigns, awareness, education and capacity and skill development for new technology ad rehabilitate and revive agriculture schools and training centres
6. Encourage communities to resume farming, ddistribute agricultural inputs, promote farmers cooperatives and micro finance establishment
7. work with government and UN and INGOs and LNGOs to persuade IDP to accept repatriation and resettlement, to their original farm lands
8. Promote environmental protection and preservation for example to forbid illegal tree cutting and charcoal export, reforestation , and environment value training and workshops
9. Promote the agriculture sector as a means for income generation, job creation, an employment opportunity; and social security
10. Work with elders, government, International partners to create ccommunity awareness on benefits of peace and reconciliation, for political stability and economic and livelihood sustainability in the community

: Risk Analysis

Risk analysis of anticipated obstacles towards successful implementation

Risk analysis was done using the scales of risk probability 1=low, 3= high; risk impact 1= low, 4 =high; and the risk factor $3 \times 4 = 12$. The result of the analysis was an average risk factor computed as $7.5/12$ or 62%.

The following risks were recorded as ‘‘high risk factors’’- Natural calamities; Lack of funds; Weak governance; Security/ instability and Conflict or Insurgency.

Recommendation-Risk analysis

During the final development of this strategic plan, much attention will be focused on mitigation in the risks that may include: Natural calamities; Lack of funds; Weak governance; Security/ instability and Conflict or Insurgency.

: Capacity analysis

In a discussion focused on capacity assessment of the MOA, all groups articulated that MOA staff capacities were very low. The delegates used the 7S⁷ analysis method; scale 1= low, 3= high. Their average score on the staff capacity assessment was 1.1 out of 3, which is less than 37%.

Recommendation-Capacity analysis

In partnership with FAO, MOA to organize and support more capacity build programs for the staff across the regions.

7 The 7S-Skills, Staff, Shared Values, Systems, Structure, Strategy, Style

CHAPTER 3

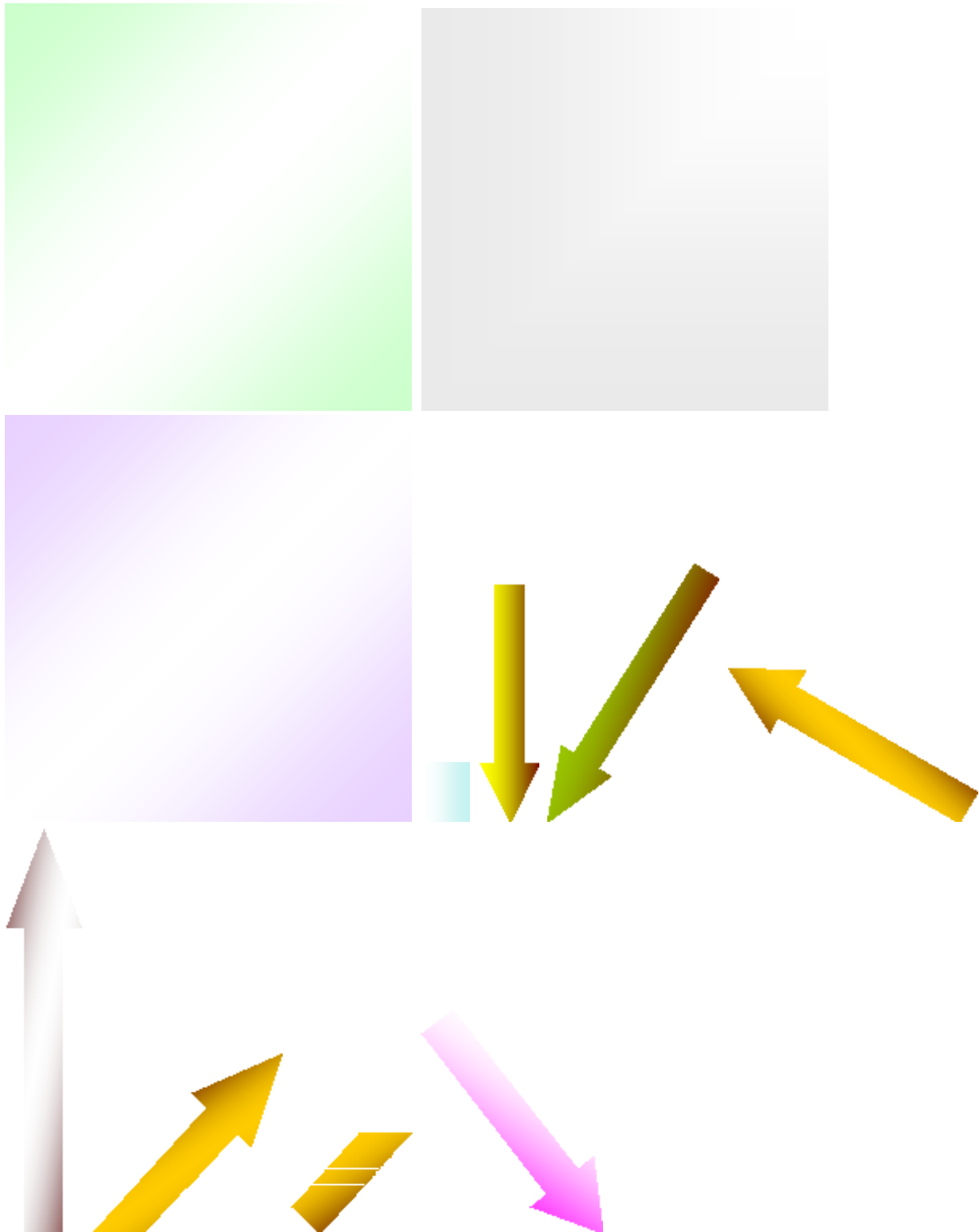
Strategic Direction

: Preamble

The previous analysis presents four broad, underlying challenges to the attainment of the MOA vision. These are: low institutional capacity, poor agricultural infrastructure, low agricultural production and inadequate resources to steer agricultural development. These challenges are presented in the diagram below; a combination of the Strategic Analysis and a the six challenges (below) was consolidated to generate the MOA's Strategic Plan, which is build on three Strategic Goals, thirteen 13 Objectives and forty eight 48 Strategies. .

: The Challenges

Among the challenges faced by the MOA to improve the agricultural sector are:



Uncoordinated implementation of agricultural activities, food aid, flooding, insecurity and extinction of traditional seed varieties

No village-level training centres to impart agricultural skills and technology

CHALLENGES FACING MOA

Low agricultural production a) land disputes, and b) high taxation of agriculture products by government checkpoints.

Poor agricultural infrastructure characterized by seasonal flooding, overdependence on rain-fed farming

Inadequate resources to steer agricultural development; budget allocations from the government for agricultural can barely pay salaries

Low institutional capacity to attain the required efficiency and effectiveness; no quality control of imported items

: Strategic Goals

When all the recommendations from the strategic analysis are put together and grouped into resembling themes, we arrived at three key pillars of the strategic direction for the MOA September 2016-August 2020 period.

Strategic Goal 1: Increase Agricultural Production

Strategic Goal 2: Improve and Rehabilitate Productive Agricultural Infrastructure Strategic goal3: Strengthen Institutional Capacity of MOA

In this section, SO stands for Strategic Objective, ST stands for strategies and a Pillar is used interchangeably to mean a Strategic goal.

: Strategic Goal 1- Increase Agricultural Production

Strengthening agricultural production from farm to market in Somalia requires that agencies working on livelihood projects engage to consolidate their efforts. This will ensure that local human resources for agricultural production are made available. The need to strengthen the coordination mandate of MOA arises from the premise that agricultural activities in Somalia have been implemented by non-governmental organizations and international relief and development agencies over the past 23 years. The scenario did not change even after the restoration of the government. Agricultural activities have continued to be implemented in various regions of the country without the knowledge or involvement of the MOA.

A coordination mechanism supported by MOA is therefore important. Other implications of lack of coordination in the sector include absence of sound tracking of the impact created by the agricultural interventions by partners in the lives of the Somali people; and the implications of short-term interventions they employ, such as input distribution, cash and voucher distribution to IDPs, cash for work, food for work and the desire by the governmental of the Federal Republic of Somalia to promote sustainable agricultural interventions. The earmarked activities include, but are not limited to, development of agricultural policies related to seed, pesticide, fertilizer, land, intervention efforts by national/international partners; and developing and integrating agricultural information systems (food early warning, soil and water, metrological data as well as commodity prices) in partnership with international partners such as FAO and USAID.

Strengthening the capacity of communities in agricultural technology, among other requirements, is critical as we look to increase local agricultural production. However, there is no agricultural baseline study carried out to establish the various parameters for assessing growth in agricultural production. Expanding and

strengthening agricultural extension, establishing agricultural vocational training and creating research centres are equally paramount. A decentralized training and research system will further open doors to

market access, including export promotion among producers once their capacities are strengthened. This will also involve introduction and enhancement of cash crops to boost agricultural economy.

To achieve this Goal, the MOA will carry out the following strategic objectives and strategies.

PILLAR 1: Agricultural Production

Strategic Objective SO1-1: To promote the use of modern and appropriate agricultural technology Strategies

ST1-1-1: Identify appropriate technology for Somali farmers ST1-1-2: Train agricultural engineers and technicians.

ST1-1-3: Build capacity of farmers to use and maintain farm-technology, to farm and produce crops

ST1-1-4: Enhance the formulation of implementation of policy framework in seed, pesticide, fertilizer, land, phytosanitation and an integrated agricultural information system

Strategic Objective SO1-2: To promote investment and partnerships for enhanced agricultural productivity Strategies

ST1-2-1: Formulate a framework for business investments in agriculture

ST1-2-2: Work with Government and UN, INGOs, LNGOs, CBOs to repatriate IDPs and returning refugees to resume farming activities

ST1-2-3: Invite investors and develop partnerships in the field of advanced irrigation techniques (e.g. drip and sprinkle irrigation) and green houses technology in selected appropriate locations

ST1-2-4: Map, coordinate and consolidate all agricultural projects and programs that were run and are still being run by Local NGOs, International NGOs and other Agencies

Strategic Objective SO1-3: To develop and support an agricultural inputs system across Somalia Strategies

ST1-3-1: Develop a nation-wide consortium of distribution channels for agricultural inputs and supplies to reach farmers at district and village level.

ST1-3-2: Seek professional assistance to develop and grow viable farmers' cooperatives, microfinance system and community-level financing

ST1-3-3: Develop and enforce policies on pricing, tax-relief, short and medium term loans and financial support

Strategic Objective SO1-4: To utilize technology and research to harness manpower and agricultural inputs to facilitate sustainable food production and surplus

Strategies

ST1-4-1: Identify viable crops and safe accessible locations and launch commence pilot commercial farming

ST1-4-2: Provide guidelines and mobilize agricultural supplies and strengthen the value chain services to selected villages in viable and safe accessible locations

ST1-4-3: Introduce extension services to support the pre-farming, farming, harvesting, post-harvesting and marketing of crops and produce

ST1-4-4: Provide technical support to introduce organic crops farming in suitable and viable locations
ST1-4-5: Promote the Integrated Pest Management approach to minimize post-harvest crop pesticide residues and environmental contamination caused by chemical pesticides.

ST1-4-6: Liaise with Regional, State and Federal(National) security services to provide safe havens and corridors to enhance security for higher agricultural productivity .

SO1-5: To revive and develop the Agricultural processing and packaging infrastructure

Strategies

SO1-5: To revive and develop the Agricultural processing and packaging infrastructure
ST1-5-1: Revive the Agricultural processing and packaging

ST1-5-2: Introduce efficient, effective, user friendly and affordable packaging
ST1-5-3: Educate farmers on the use of appropriate packaging

ST1-5-4: Identify suitable and economically viable local and export markets to generate revenue for Somali packaged produce.

: Strategic Goal 2- Improve and Rehabilitate Productive Agricultural Infrastructure

Farmers need support and training in all aspects of crop production, including flood-control measures. Besides, the ministry must engage in and be part of the information-generation system, generally conducted by organizations such as FAO and USAID, on food early warning, soil and water, metrological data and commodity prices.

Key to this strategy is rehabilitating irrigation canals, controlling floods and developing additional irrigation infrastructure, in addition to establishing sustainable water-harvesting systems. As mentioned on Goal 1(Institutional capacity) the rehabilitation of MOA offices would allow MOA to run functional offices in the port and airport, enabling it to conduct quality control of imported agriculture products as well as issue import permits and phyto- sanitary certificates for export products. Further, the interest of the farmers and consumers would also be protected from expired and illegal products entering the country.

Development and enforcement of policies, and guidelines to account for systems, processing and people, would go a long way toward ensuring the efficiency and effectiveness of MOA services. This Goal also addresses the access roads to markets, villages and farms.

To achieve this Goal, the MOA will carry out the following strategic objectives and strategies.

PILLAR 2: Productive Agricultural Infrastructure

Strategic Objective SO2-1: To develop and rehabilitate irrigation infrastructure

Strategies

ST2-1-1: Promote utilization of alternative water resources

ST2-1-2: Design and implement afforestation and reforestation programs to reclaim and protect the environment

ST2-1-3: Construct viable infrastructure to promote water harvesting systems and protect water catchments areas

ST2-1-4: Restore the physical and engineering status of the canals and overall irrigation infrastructure

ST2-1-5: Introduce and construct advanced irrigation techniques (e.g. drip and sprinkle irrigation) technology in selected appropriate locations

Strategic Objective SO2-2: To develop the market infrastructure

Strategies

ST2-2-1: Enhance quality control of agricultural imports and exports

ST2-2-2: Lobby and collaborate with Government to rehabilitate the infrastructure, access roads connecting farms and markets

ST2-2-3: Develop and sustain the supply chain and value chain of agricultural production

ST2-2-4: Collect, analyse and disseminate market data, commodity prices data on weekly basis.

: Strategic goal 3-Strengthen Institutional Capacity of MOA

This pillar aims to improve the MOA staff capacity to execute their mandates, to improve the physical infrastructure of the MOA, develop and enforce internal systems and procedures and develop a knowledge management culture of records, lessons learned and sustainable knowledge base.

The MOA intends to implement three main strategic goals: strengthen institutional capacity; improve and rehabilitate agricultural infrastructure; and create a favorable enabling environment. Each strategic goal will be implemented through a number of specific objectives.

The MOA seeks to develop and refine a three-year Strategic Plan that is addressed by the key stakeholders in the agricultural sector. This will ensure that the plan encompasses the voices of key public sectors, including small- and large-scale agricultural producers, local and international NGOs, Somali agricultural experts, United Nations agencies and partner ministries. The essence is to ensure that the MOA plan remains relevant and appropriate to the Somali people.

The long period of war left all the institutions in Somalia in shambles, including the MOA. Rebuilding the MOA is critical, as it will help it regain the required impetus to deliver its mandate. Rebuilding MOA requires proper capacity assessment and analyses, with precise actions for improvement. To this end, a focus on institutional capacity assessment is planned, followed by a process of developing an inventory of MOA assets and properties. It is critically important that the Ministry of Agriculture regain all properties looted or illegally occupied so that it may begin rehabilitating the buildings and offices vacated by IDPs.

To achieve this Goal, the MOA will carry out the following strategic objectives and strategies.

PILLAR 3: Institutional Capacity

Strategic Objective SO3-1: To develop short-medium, and long term Agricultural plans Strategies

ST3-1-1: Develop an all inclusive participatory National Agricultural plan with annual operational plans

ST3-1-2: Link with the Regions and States to develop their Annual plans, share with MOA for consolidation

Strategic Objective SO3-2: To develop Agricultural Policies, Guidelines and structures Strategies

ST3-2-1: Establish and strength the laws in the areas of [i] land and water use [ii] Phytosanitary laws [iii] agricultural credit law [iv] range management

ST3-2-2: Develop policies [i] National Environmental policy environment [ii] food security policy [iii] Somalia Agricultural land Policy and Linkages with Federal States

ST3-2-3: Create (through government) relevant and strong National Agencies and Regulatory mechanisms

ST3-2-4: Promote efficiency and effectiveness in food security and safety

ST3-2-5: Strengthen the MOA's coordination mandate by establishing a government-led agricultural coordination forum

Strategic Objective SO3-3:To develop and sustain internal MOA policies, systems and procedures to build culture of formality and accountability

Strategies

ST3-3-1: Develop and document internal MOA policies, systems and procedures

ST3-3-2: Strengthen the application of and monitor the usage of the internal MOA policies, systems and procedures

ST3-3-3: Create an internal administrative structure in the MOA to coordinate State and Regional agricultural relations

Strategic Objective SO3-4:To develop institutional physical infrastructure Strategies

ST3-4-1: Rehabilitate and revamp MOA's physical Infrastructure, fittings and fixtures

ST3-4-2: Procure, acquire equipment and document all assets and maintain an assets register ST3-4-3: Maintain facilities in good repair status

Strategic Objective SO3-5:To strengthen agricultural training and research Strategies

ST3-5-1: Rehabilitate and build new Agriculture institutions and research centers

ST3-5-2: Decentralize agricultural training and research

ST3-5-3: Develop and implement an annual capacity building calendar for senior and junior staff of MOA

Strategic Objective SO3-6:To develop Monitoring, Evaluation and learning Systems Strategies

ST3-6-1: Strengthen institutional KM knowledge management, Records, library and archives

ST3-6-2: Develop a Monitoring and evaluation unit and a multi-dimensional agricultural statistics center ST3-6-3: Maintain and manage information on the agricultural sector

- -

1. : Opportunities for Investors

The Ministry believes that, various intended activities in this Strategic Plan will attract investors as they will generate valuable returns on investment within 2 to 3 years.

The investors should focus, for example on the Strategic goal 1: "Increase Agricultural Production"- the following areas are attractive to many prospective Investors:

Opportunities for Investors-some examples

1. With respect to the strategic initiatives, ***‘To promote the use of modern and appropriate agricultural technology’***, and ***‘To identify appropriate technology⁸ for Somali farmers’***- prospective investors will benefit by bringing in the technology, opening wholesale, retail, spare parts shops and repairs workshops.
2. With respect to the strategic initiatives, ***‘To revive the Agricultural processing and packaging’***, and ***‘To introduce efficient, effective, user friendly and affordable packaging’***, this is a lucrative area because throughout the world of business, every product, food material must end up in a packaging material. This is big business.
3. With respect to the strategic initiatives, (i) ***‘To develop a distribution channel for agricultural inputs and accessories to reach farmers at district and village level***, (ii) ***To seek professional assistance to develop and grow viable farmers’ cooperatives, microfinance system and community-level financing-*** investors will achieve a wide scope of Returns on Investment in the aspects of importing and supplying through wholesale and retail the agricultural inputs. They will also benefit from financing the whole value chain through cooperatives and viable financial credit mechanisms.

The initiative of introducing advanced irrigation techniques (e.g. drip and sprinkle⁹ irrigation) and green houses technology in selected appropriate locations has also been proposed in this Strategic plan, which can as well attract Investors.

8 Machines for tilling the soil, planting seeds, irrigating the land, cultivating crops, protecting them from pests and weeds, harvesting, threshing grain, livestock feeding, and sorting and packaging the products.

9 Note that **SPRINKLE** irrigation in hot climatic conditions may lose 30-50% water due to evaporation which is wastage in a water deficit country like Somalia (by Jenny Green, Demand Media-Google).

CHAPTER 4

Implementation, Monitoring And Evaluation

: Preamble

A monitoring and evaluation (M&E) system shall be necessary to ensure that the MOA has timely, focused, objective and evidence-based information on the performance of planned activities. The Ministry shall establish an effective monitoring and evaluation system that facilitates observation, measurement, feedback, and guidance of performance. This system will consist of appropriate performance indicators, data collection, reporting, evaluation and review mechanisms.

: M&E Steering Team (MEST)

The Ministry will constitute a M&E Steering Team (MEST) comprising of the DG, the Head of Departments(HODs). The MEST will meet in June and December of each year and analyze the level of achievement in the areas of

- - 1. The Strategic Objectives,
 2. The Strategies ,
 3. The activities, indicators and targets
 4. the Resources –financing, time frames, person responsible

Pillar	SO	Strategy	Number	Number	Number	Further	Person
			of	of	of	remedial	in
			Activities	Activities	Activities	intervention	charge,
			achieved	achieved	below	and action	date ,
			75-100%	50-74%	50%		cost
					achieved		

Lessons learnt during every six months will be documented and necessary revisions and adjustments to the strategy made.

From the analysis, corrective measures will be agreed and remedial interventions will be proposed for the next six months.

During this Strategic Plan period, control mechanisms shall be put in place for quality, efficiency, innovation and stakeholders' responsiveness. These imply that the services offered to the people of Somalia, shall be of high quality and meet the te of the MOA.

: Implementation approach

An implementation matrix will be developed-known as ‘‘The Strategic prioritization document’’. This document shall be summarized and presented on a chart for daily visual awareness to all MOA staff and to stakeholders. The top management team, led by the Director General, shall be responsive to resource requisitions that will spearhead the achievement of activities, strategies and objectives. The top management shall be alert to be reading and reacting to the demands of the implementation matrix. A roadmap and track-trend-trace approach will be used to ensure that everybody takes his or her responsibility seriously to implement the plan. Data collection and management will also form a critical component of the M&E system, for example:

1. Putting in place an agricultural sector database to enable MOA to reclaim its legitimacy in agricultural information systems.
2. The Ministry will set three sub-executive teams to be patrons of the three pillars of the Plan to enhance and instill a sense of Accountability in the implementation process - these are: (1)Head of Department of Crop Production to lead Strategic goal 1: Increase Agricultural Production (2) Head of Department Land and Water to lead Strategic Goal 2: Improve and Rehabilitate Productive Agricultural Infrastructure and (3) Head of Department of Planning and International Cooperation, to lead Strategic Goal 3: Strengthen Institutional Capacity of MOA ; The DG will chair the MEST.

3. Putting in place a monitoring and evaluation structure that extends from the grassroots/villages to the national level. This structure will support the monitoring and evaluation process of the Strategic Plan, as it will enable all levels to participate in information generation, analysis, learning and performance improvement.
4. Developing indicators for measuring performance. These will correspond with the unique tasks and activities that will be implemented at the national, regional and village/community levels.
5. Developing tools that will allow for regular collection of information and joint analysis. These will be designed for use from the grassroots/villages to the national level.

: Monitoring and evaluation method and schedule

1. The MOA top management team shall control the evaluation process and undertake reviews that shall provide strategic direction.
2. A system for feedback shall be put in place to receive and manage feedback from all the departments – through the top management’s team monthly reports. Therefore, each department shall carry out monthly checks and balances to monitor evaluate and report, in writing, the progress to the team of Head of Departments, namely the MEST.
3. The specific measures of performance in various activities have been outlined in the implementation matrix as performance indicators. The matrix will form basis for performance monitoring, appraisals, and corrective action.
4. A concise briefing report of the MEST’s half annual review of this Plan will be presented to the Honorable Minister, and the lessons learned will be clearly documented.

: Resource Requirements and Mobilization Strategies

This section will address the physical, human, networking and financial resources required to implement this strategic plan.

: Widening the resource base

The ministry is resource-poor. Currently, resources come mainly from national and international relief and development agencies.

As mentioned, a plethora of small agricultural projects has been funded directly by these agencies, without the involvement of the MOA. This practice, while well-intentioned, can suffocate opportunities for consolidating approaches, resource use and gains.

To implement its Strategic Plan, the MOA will require human resources, both financial and physical. Notably, while African countries are struggling to reach a threshold of allocating at least 10 percent of their national budgets to agriculture and rural development, as proposed by the African Union in the “Maputo Declaration,” the Federal Republic of Somalia has not allocated any resources to the Ministry of Agriculture beyond its staff. For this reason, the resources necessary to implement this strategy must be sourced from donors, the Somali business community, and the beneficiaries of agricultural activities.

: Financial Requirements to Implement Strategy

A detailed cost analysis shows that the MOA will initially require a total of 62 million USD \$. It is too early to make accurate estimates at this stage; however, in recognition of the dynamic nature of projects arising from the Strategic Plan, the budget will be adjusted on an ongoing basis as well as to be guided by the *project after project approach* Principle.

The MOA proposes to lobby the international donor community, regional and national development and relief agencies, and the Somali business community to share implementation costs. The funding strategies are briefly described below.

4.5.2(a) Funding through bilateral and multilateral development partners

Although funding is tight globally, the ministry expects to collaborate with various bilateral and multilateral development partners to source funds specifically targeted to strengthening the regulation, food safety, distribution, resiliency and technological savvy of Somali agriculture.

However, this will require that the MOA build its internal capacity. Staff members must be trained on project formulation, budgeting and the modalities of harmonizing donor requirements with the federal government's development priorities.

(b) Inclusive budgetary reviews

The ministry will rely on Government funds allocation as well as developing a participatory process of budgetary review. It will bring stakeholders together regularly to discuss and approve how resources are channeled among the various ministerial priorities. This process will be done to avoid misallocating resources. In the same vein, regular expenditure tracking will be undertaken to avoid misuse or waste of resources. The outcomes of the tracking

process will enable the ministry to strengthen its internal control systems on resource management.

(c) Partnerships with stakeholders

The MOA plans to establish partnerships with national and international agencies, including the national and international investors, to form a collective force in agricultural development.

This will be realized through a formal agricultural coordination forum. This forum will offer a platform where partners will be encouraged to share programs to avoid duplication of interventions and misallocation of funds. Where possible, the ministry will not be required to invest resources where other partners are already engaged.

In addition, the forum will offer mechanisms whereby partners will engage with the MOA to raise funds. This effort should result in the generation of well-coordinated proposals for resource mobilization. Coordination of agricultural activities, lead by the MOA, will ensure that the legitimacy of the ministry is restored and that the agricultural sector benefits from a lively and ongoing cross-breeding of knowledge and expertise

: Human Resources

The MOA cannot achieve the results outlined in this strategy if mechanisms for achieving optimal and appropriate staffing are not in place. The ministry must develop internal human resource policies that are geared toward its specific strategic goals. Critical policy elements should include: performance management that is consistent with the performance indicators developed in this strategy; guidelines for recruitment, retention and exit; reward systems; staff training and development; and staff welfare.

The most glaring issues will be addressed during the institutional capacity assessment exercise. The outcomes of the assessment will allow for a complete audit of present staff capacity and competence levels. This will ultimately guide a redeployment process, as shown in the organizational structure below.

The human resources required for agricultural production in Somalia have suffered in various ways. These include: the displacement of farmers from the villages to Mogadishu (IDPs); the lack of involvement of Somali agricultural experts in the agricultural sector; and the migration of people following conflicts in locations that

are not under government control. As a way forward, the MOA intends to mobilize local human resources by collaborating with respective governmental ministries to relocate IDP farmers.

To improve skills, the MOA will form a Somali Panel of Agricultural Experts who will provide a long-awaited pool of specialists to augment MOA staff in community extension services and agricultural research, among other critical areas of expertise.

: Organization structure

The MOA will be governed and managed based on the organizational structure shown below:

- - 1. Departments of the Ministry of Agriculture are Department of Crop production, Department of Plant protection, and Department of Administration and Finance. Other departments include Department of Land and Water, Department of Planning, Training and International Cooperation, Department of Meteorology and Food Security, and a newly formed (2016, May) Human Resources Department.
 2. There will be a special unit in the DG's office –headed by the program officer , that will be in charge of organizing the activities of the DG, collecting district and regional coordinators reports, analysing data and making reports on the status of agriculture from the district and regional coordinators reports among many others
 3. The structure shows that The Director General is the Chief Accountability Officer of the Ministry; there are seven Departments reporting to the DG. In addition, there is a Program Coordinator reporting to the DG

MOA SOMALIA ORGANIZATIONAL STRUCTURE -JANUARY 2016-EDITION



Hon. Minister

Hon. Deputy Minister

Director General

Department Of Planning And International Cooperation

Department Of Crop Production

Department Of Meteorology And Food Security

Department Of Land And Water

Department Of Plant Protection

Department Of Administration And Finance

Department Of Human Resources

The Sections of the Ministry of under each department

Department of Planning and International Cooperation

1. Planning Section
2. International Cooperation Section
3. Statistics Section
4. M&E Section

Department of Crop Production

1. Crop Production Section
2. Research section
3. Extension section
4. Plant Improvement section

Department of Meteorology and Food Security

1. Agro-Meteorology Section
2. Food Security Section
3. Early Warning Section
4. Disaster Risk Management Section

Department of Land and Water

1. Land Section
2. Water Section
3. Heavy machinery Section

Department of Plant Protection

1. Insect and Disease Control: I & D C
2. Locust, Armyworm & Vertebrate Control: LA & VC
3. Warehouse For Pesticides & Fertilizers- Chemical Quality Control: Ch Q C
4. National Plant Quarantine: NPQ
5. Laboratory: LAB

Department of Administration and Finance

1. Administration¹⁰
2. Finance
3. Procurement
4. ICT

Department of Human Resources

1. Manpower and Talent Planning, Recruitment and Selection
2. Employee Relations, Employee salaries and Benefits¹¹
3. Performance Management, Staff Appraisal and Training and Development

: Physical Resources

In the past, the agricultural ministry had physical resources such as tractors, farm machinery, motor vehicles, office and laboratory equipment, and other items. However, these resources were either looted, or taken over by IDPs.

At present, the ministry does not have office space, and this is hampering operational efficiency. To function properly, the ministry must regain all its properties and have its buildings vacated and rehabilitated for immediate use. Other key physical resources that

10 Administration to include Archive, Assets Inventory, central registry, Transport, logistics, Safety and Security

11 Employee Relations will include: Employee welfare and motivation, Compensation wages, salaries and Benefits, Compliance to policies, legal and statutory provisions

must be made available include agricultural vocational training centres and research stations.

: Corporate Social Responsibility

The business communities inside and outside of Somalia have been identified as viable sources of funding.

To help raise awareness of the potential of Somali agriculture, the MOA will establish a forum of “ambassadors of MOA” who will work to mobilize resources (physically and online) across the globe. These ambassadors will also form part of the budgetary review forums

: Risks

The management will conduct *one risk assessment for every six months* regarding the environmental factors that may derail or hinder progress of the plan.

: The early steps of the Implementation framework



It is suggested that we take the following execution approach

Between 15/7/16 and 31/8/16

1. The Federal Ministry(MOA Mogadishu) translates document into Somali
2. States, Regions and MOA Mogadishu meet in their own domicile to select ‘projects’ from the SP

Between 1/9/16 and 30/9/16

Conference- States, Regions and MOA Mogadishu meet to exchange, share projects



Between 1/1/2017 and 31/1/17

Funding and Partners Conference: States, Regions and MOA Mogadishu present proposals developed in stage 3

Between 1/10/16 and 30/11/16

States, Regions and MOA Mogadishu- will take two months to develop concrete proposals from the projects agreed in stage 2

BY 15/4/17

The first project is up and running

1. All Regional administrations and States should read the document and identify one Major project focused on one real project-not two but one project-this should be done before 31-8-16¹². Coordinator : DG, MOA
2. The Federal Ministry of Agriculture should then organize a conference where all Regions and States will present their one preferred project –the projects will be discussed and consolidated-the conference should be 2-4 days and should take place between 1/9/16 and 30/9/16. Coordinator : DG, MOA
3. The agreed projects will be developed into proposals and budgets will be proposed and finalized by 30/11/16. Coordinator : DG, MOA
4. A partners conference should be held during the month of January 2017 to present the proposals; the conference should come out with firm projects, budgets and time frames. Coordinator : DG, MOA
5. By April 2017, the projects should be up and running

12 By 6/9/16 Many Somalis will be preparing for the Hajj-the Pilgrimage to Mecca

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ANNEXES

Annex 1: List of monitoring indicators

Strategic Goal 1: Increase Agricultural Production

Strategic Goal 2: Improve and Rehabilitate Productive Agricultural Infrastructure Strategic goal3: Strengthen Institutional Capacity of MOA

Strategic goal 1: Increase Agricultural Production

STRATEGY	INDICATOR	Target -2016/20
Strategic Objective SO1-1: To promote the use of modern and appropriate agricultural technology		
STRATEGY	INDICATOR	Target -2016/20
ST1-1-1:Identify appropriate technology ^{18]} for Somali farmers	% Farmers using technology and mechanized farming by 2020	>50% improvement in the use and application of technology and mechanized farming by 2020
ST1-1-2: Train agricultural engineers and technicians.	1. # of agricultural engineers per State 2. Number of agricultural Technicians per State	1. >5 agricultural engineers per State by 2020 2. >20 agricultural Technicians per State by 2020
ST1-1-3: Build capacity of farmers to use and maintain	[a] Crop yield Productivity% improvement [b] % increase in	[a] Crop yield Productivity >30% improvement [b] >30%

farm- technology, to farm and produce crops	availability of modern agricultural inputs such as seeds, agro-chemicals, and fertilizers [c] % level of crop losses ^[9] reduced	increase in availability of modern agricultural inputs such as seeds, agro-chemicals, and fertilizers [c] >30% level of crop losses reduced
ST1-1-4: Enhance the formulation of implementation of policy framework in seed, pesticide, fertilizer, land, phytosanitation and an integrated agricultural information system	Number of Policy documents approved; % of deadlines achieved; number of Policies put in place and are working	2 Policies per year; >50% deadlines achieved; >1 policy in place & working per year
ST1-1-5: Introduce Organic Farming food production methodologies	1. number of successful organic farmers per Region or State 2. Success rate of organic farms in % of baseline 3. Revenue earned from organic farming trends % increase year by year	1. >10 successful organic farmers per Region or State by 2020 2. > 20% increase year on year Success rate of organic farms 3. Increased revenue earned is >30% from organic farming year by year
ST1-1-6: Create a National post- harvest, storage and handling of agricultural commodities	[a] % of farmers in each district are aware of availability of the storage facilities[b] % of the storage facilities are utilized [c] levels of post harvest losses reduced in % by 2020	[a] at least 50 % of farmers in each district are aware of availability of the storage facilities[b] at least 70% of the storage facilities are utilized [c] levels of post harvest losses reduced by 50% by 2020
ST1-1-7: Create modern Seed production, seed treatment production and warehousing centers	[a] commencing date of Seed production, seed treatment production and warehousing centers [b] reduced cases of bad seeds usage [c] opinion of farmers satisfaction levels regarding quality, genetic defects free and	[a] by December 2017, Seed production, seed treatment production and warehousing centers fully operational [b] cases of bad seeds usage reduced by ,ore than 80% by
STRATEGY	INDICATOR	Target -2016/20
	disease free seeds and	2020[c] farmers opinion on

	adequately available seeds to farmers	satisfaction levels regarding quality, genetic defects free and disease free seeds and availability exceeds 90% by 2020
Strategic objective SO1-2: To promote investment and partnerships for enhanced agricultural productivity		
STRATEGY	INDICATOR	Target -2016/20
ST1-2-1: Formulate a framework for business investments in agriculture	[a] # of agro-industries in operation ; [b] # of conference workshop reports published and disseminated [c] \$-value of private sector players investing in agriculture	[a] >3 agro-industries in Mogadishu by 2020 [b] # of conference workshop .2/yr; reports published and disseminated >2/yr [c] \$-value of private sector players investing in agriculture> 20% of agriculture produce value
ST1-2-2: Work with Government and UN, INGOs, IOM, LNGOs, CBOs to relocate IDPs and repatriate returning refugees to resume farming activities repatriate	1. relocated and resumed farming as % of all repatriated 2. basic assets created by resettled persons 2016-2020	[a] >30% of all repatriated resumed farming [b] basic assets created by resettled persons between 2016 and 2020 >500\$
ST1-2-3: Invite investors and develop partnerships in the field of advanced irrigation techniques (e.g. drip and sprinkle ¹³ irrigation) and green houses ¹⁴ technology in selected appropriate locations	[a] number of model farms launched by 2017 [b] Active roll-out of commercial farming	[a] at least 5 model farms launched by 2017 [b] commercial farming level commences by 2020
Strategic Objective SO1-3: To develop and support an agricultural inputs system across Somalia		
STRATEGY	INDICATOR	Target -2016/20
ST1-3-1: Develop a distribution channel for agricultural to reach farmers at district and village level.	1. villages in a district that have access to inputs as a % 2. number of farmers	[a] villages in a district that have access to inputs =>30% [b] number of farmers trained on agro-chemicals safety protocols per village=> 30%

	trained on agro-chemicals safety protocols per village	
ST1-3-2: Seek professional assistance to develop and grow viable farmers' cooperatives , microfinance system and community-level financing	[a]Number of families getting priority financial credit; [b]# of private players investing in agriculture; [c]viable cooperatives and microfinance survival in 2020 as % of launched in 2016	[a]Number of families getting priority financial credit>100/district by 2020 [b]# of private players investing in agriculture >10 by 2020 [c]viable cooperatives and microfinance survival in 2020 as % of launched in 2016>50%
ST1-3-3: Develop and enforce policies on pricing, tax-relief, short and medium term loans and financial support	[a]Number of Bills approved; [b]% of deadlines achieved [c] # of farmers who show continuity of their activities –	[a]1 Bill per year; [b]>50% deadlines [c] # of farmers who show continuity of their activities – seamless support=> 30% per village

13 Note that **SPRINKLE** irrigation in hot climatic conditions may lose 30-50% water due to evaporation which is wastage in a water deficit country like Somalia (by Jenny Green, Demand Media-Google).

14 According to Seawater Greenhouse Limited (2010), green houses systems can be utilized in nearly all regions (providing

adequate sunlight and heat supplies, or technologies capable of replicating ideal growing environments), joint greenhouse and power plant facilities are most profitable and beneficial in relatively flat, low-lying, and light-intense arid areas proximal to the sea and to potential consumers of drinking water and produce (limiting food miles and, therefore, carbon emissions) (Sahara Forest Project, 2009). In Africa, these regions include: Algeria, Angola, Cape Verde Islands, Djibouti, Eritrea, Ethiopia, Gambia, Kenya, Libya, Madagascar, Mauritania, Morocco and the western Sahara, Mozambique, Namibia, Senegal, Somalia, South Africa, Sudan, Tanzania, and Tunisia. References

Seawater Greenhouse Limited. (2010)- A new approach: Restorative agriculture. Retrieved September 20, 2011, from <http://www.seawatergreenhouse.com>

STRATEGY	INDICATOR	Target -2016/20
	seamless support	
Strategic Objective SO1-4: To utilize technology and research to harness manpower and agricultural		

inputs to facilitate sustainable food production and surplus		
ST1-4-1: Identify viable crops and safe accessible locations and launch commence pilot commercial farming	[a]A map showing locations and viable cops[b] a model commercial farm is up and running	[a]A map showing locations and viable cops is published and shared[b] >1 model commercial farm is up and running/State
ST1-4-2: Provide guidelines and mobilize agricultural supplies and strengthen the value chain services to selected villages in viable and safe accessible locations	1. villages in a district that have access to inputs as a % 2. number of farmers trained on agro-chemicals safety protocols per village	[a] villages in a district that have access to inputs =>30% [b] number of farmers trained on agro-chemicals safety protocols per village=> 30%
ST1-4-3: Introduce extension services to support the pre-farming, farming, harvesting, post-harvesting and marketing of crops and produce	Number of extension services support to farmers[a]visit per month [b] on-the-farm training or guidance in hours/month	Number of extension services support to farmers[a] >1visit per month/village [b] on-the-farm training or guidance, >3 hours/month per village
ST1-4-4: Provide technical support to introduce organic crops farming in suitable and viable locations	Number of extension services support to Organic farmers[a]visit per month [b] on-the-farm training or guidance in hours/month	Number of extension services support to organic farmers[a] >1visit per month/village [b] on-the-farm training or guidance, >3 hours/month per village
ST1-4-5: Promote the Integrated Pest Management approach to minimize post-harvest crop pesticide residues and environmental contamination caused by chemical pesticides.	Number of extension services support to IPM best practices to farmers[a]visit per month [b] on-the-farm training or guidance in hours/month	Number of extension services support to IPM best practices to farmers[a] >1visit per month/village [b] on-the-farm training or guidance, >3 hours/month per village
ST1-4-6: Liaise with Regional, State and Federal(National) security services to provide safe havens and corridors to enhance security for higher agricultural productivity .	[a]Meetings held /month/State [b] number of insecurity incidents near farming areas /month /State	[a]> 1 Meeting held /month/State [b] <2 of insecurity incidents near farming areas /month /State; nil fatal incident

Strategic objective SO1-5 : To revive and develop the Agricultural processing and packaging infrastructure

STRATEGY	INDICATOR	Target -2016/20
ST1-5-1: Revive the Agricultural processing and packaging	[a] % change in employment in Agro-processing [b] quantities of produce absorbed in the agro-processing sector[c] revenues from agro-processing exports	[a] by 2020, at least 50% from baseline of 2016 [b]2016-2020change >50% [c] more than 20% of agro revenues of Somalia by 2020
ST1-5-2: Introduce efficient, effective, user friendly and affordable packaging	[a] % of stored , transported products using the appropriate packaging [b] Reduced post harvest losses in 2020 compared to 2016	[a] >40% of stored , transported products are using the appropriate packaging by 2020 [b] >30% post harvest losses are reduced by 2020 compared to 2016
ST1-5-3: Educate farmers on the use of appropriate packaging	[a] # farmers attending the education sessions [b] Availability of education materials [c] # farmers using the materials	Each State will have [a] farmers attending the education sessions [b] education materials available to farmers [c] # farmers using the materials

Strategic Goal 2: Improve and Rehabilitate Productive Agricultural Infrastructure

STRATEGY	INDICATOR	Target -2016/20
SO2-1: To develop and rehabilitate irrigation infrastructure		
STRATEGY	INDICATOR	Target -2016/20
ST2-1-1: Promote utilization of alternative water resources	[i] number of alternative water sources developed [b] volumes of water added into the farming system 2016-2020	1. Increased by 100% between 2016 and 2020 2. to be measured on ongoing basis
ST2-1-2: Design and implement afforestation and reforestation programs to reclaim and protect the	1. number of village/district level tree nurseries added per district/yr 2. rate of increase of trees planted	[a] On going basis [b] survival >50%[c] on going basis[d] at least 3 per State by 2020

environment	and survival rates; [c] kilometers of gabions made [d] # of soil labs in operation [e] impact of flooding is reduced	[e] on going basis
ST2-1-3: Construct viable infrastructure to promote water harvesting systems and protect water catchments areas	[a]Number of infrastructure units constructed per year [b] Volume of water verified to have been captured/year	1. >2 per year in relevant locations 2. volumes increase by 50% every year per baseline of 2017
ST2-1-4:Restore the physical and engineering status of the canals and overall irrigation infrastructure	[i] number of/ area ha cultivated [ii] change in employment or unemployment rates [iii] frequency of damaged / non functional irrigation system	Increased by 100% between 2016 and 2020 [b] to be measured on ongoing basis
ST2-1-5: Introduce and construct advanced irrigation techniques (e.g. drip and sprinkle irrigation) technology in selected appropriate locations	[a] number of model farms launched by 2017 [b] Active roll-out of commercial farming	[a] at least 5 model farms launched by 2017 [b] commercial farming level commences by 2020
SO2-2: To develop the market infrastructure		
STRATEGY	INDICATOR	Target –2016/20
ST2-2-1: Enhance quality control of agricultural imports and exports	[a] #of Professional Food science Laboratories that are operational [b] Enactment of Food legislations [c] proof of recorded inspections at the at Borders, ports	[a]at least one National Food Lab and one each in the Regions (States) [b] A published Food Regulations Act [c] Evidence of Inspection records 3 yr- running
ST2-2-2: Lobby and collaborate with Government to rehabilitate the infrastructure, access roads connecting farms and markets	[a]Kilometers of feeder roads /access roads rehabilitated; [b]% increase of volumes of farm business flowing in/out of productive land areas; [c]volume of skills/ finance/ material support from development partners on	[a] at least 40% of baseline infrastructure is rehabilitated by 2020 [b] volumes of produce in Mogadishu up by 100% by 2020 [c] Financial and non-financial support from Partners increase by >100%

	infrastructure	by 2020
ST2-2-3: Develop and sustain the supply chain and value chain of agricultural production	[a]# of supply chain centres established; [b] incidents of food safety recorded as a % of base-line; [c]number of local market, Agricultural shows operational	[a] >3 of supply chain centres/ State [b] < 30% of base-line; [c] at least 1 per year per State local market, Agricultural shows
ST2-2-4: Collect, analyse and disseminate market data, commodity prices data on weekly basis.	Survey data indicators on level of awareness and satisfaction	Awareness and satisfaction levels increase by >100% by 2020
ST2-2-5: Create a National agricultural commodity market data and information network exchange, access and retrieval system	1. % change (compare 2016) of people accessing agro-market data 2. % change in use of mobile phone for agro-market information [c] Farmers who claim to have benefited to negotiate prices etc	1. % change -minimum 40% 2. minimum change 60% 3. minimum 50% of farmers per District use mobile phone transmitted data to negotiate prices by 2020

Strategic Goal 3: Strengthen Institutional Capacity of MOA

STRATEGY	INDICATOR	Target 2016/20
Strategic Objective SO3-1: To develop short-medium, and long term Agricultural plans		
STRATEGY	INDICATOR	Target -2016/20
ST3-1-1: Develop an all inclusive participatory National Agricultural plan with annual operational plans	% of States and Regions participating in Planning conferences	>60%
ST3-1-2: Link with the Regions and States to develop their Annual plans, share with MOA for consolidation	% of States and Regions submitting/ sharing their plans with MOA	>60%

Strategic Objective SO3-2: To develop Agricultural Policies, Guidelines and structures		
STRATEGY	INDICATOR	Target - 2016/20
ST3-2-1: Establish and strengthen the laws in the areas of [i] land and water use [ii] Phytosanitary laws [iii] agricultural credit law (short and medium term loans and financial support) [iv] range management [v] Research	Number of Bills approved; % of deadlines achieved	1 Bill per year; >50% deadlines
ST3-2-2: Develop policies [i] National Environmental policy environment [ii] food security policy [iii] policies on pricing, tax-relief, [iv] Research [v] Training – agriculture district centers [vi] Somalia Agricultural land Policy and Linkages with Federal States	Number of Policy documents approved; % of deadlines achieved; number of Policies put in place and are working	2 Policies per year; >50% deadlines; >1 policy in place & working
ST3-2-3: Create (through government) relevant and strong National Agencies and Regulatory mechanisms	The incidents of violating laws or regulations in the Agriculture sector – expected to be reduced	[a] At least 2 Agencies are created [b] 2016-2020 will be to collect statistics
ST3-2-4: Promote efficiency and effectiveness in food security and safety	[a] Percentage of targets being achieved e.g. at least 60% will be achieved; number of phytosanitary violations at Mogadishu Port published per year	1. Minimum 60% 2. Visibly published records
ST3-2-5: Strengthen the MOA's coordination mandate by establishing a government-led agricultural coordination forum	[a] # forums per year [b] total # of delegates/ year [c] # variety interest groups [d] policies approved/3 yrs [d] number of and frequency of publishing and disseminating bulletins	[a] >2 forums/yr [b] >200 delegates /yr [c] >10 interest groups [d] >3 in 3 years
Strategic Objective SO3-3: To develop and sustain internal MOA policies, systems and procedures to build culture of formality and accountability		
STRATEGY	INDICATOR	Target -2016/20
ST3-3-1: Develop and document	[a] Number of operational Manuals	[a] > 1 per Department

internal MOA policies, systems and procedures	that are up to date and are being used; [b]% of operational systems understood by staff(using survey); [c]errors reduction rate; [d]Rate of response to e-mails, letters ; [e] rate of achieving report deadlines	[b]>50% in Somali [c]reduced errors by >50% [d] >50% responded to in 24 hrs [e] >60% by 2020
ST3-3-2: Strengthen the application of and monitor the usage of the internal MOA policies, systems and procedures	See ST3-3-1	See ST3-3-1
ST3-3-3: Create an internal administrative structure in the MOA to coordinate State and Regional agricultural relations	[a]number of coordination meetings done/yr [b] evidence of reports	1. > 4 coordination meetings done/yr per total(1 /Q) 2. >4 reports/yr(1/Q)
Strategic Objective SO3-4: To develop institutional physical infrastructure		
STRATEGY	INDICATOR	Target 2016/20
STRATEGY	INDICATOR	Target -2016/20
ST3-4-1: Rehabilitate and revamp MOA's physical Infrastructure, fittings and fixtures	Square meters rehabilitated per quarter;	
ST3-4-2: Procure, acquire equipment and document all assets and maintain an assets register	% of MOA employees operate in recognized work stations	>80%
ST3-4-3: Maintain facilities in good repair status	Records of inspections	2 inspections/ year
Strategic Objective SO3-5: To strengthen agricultural training and research		
STRATEGY	INDICATOR	Target -2016/20
ST3-5-1: Rehabilitate and build new Agriculture institutions and research	[a] number of farmers attending training per year [b] district and village agriculture schools	[a] >1000 per State [b] > 50% rehabilitated [c] at least two new training centers per State

centres	rehabilitated [c] new training centers put in place and working	
ST3-5-2: Decentralize agricultural training and research	[a]# of research centers established [b] # research papers on Somali Agriculture published/ year [c] # new or modified crop varieties up to 2020 period	[a] at least 1 center per State[b]> 3 research papers/year published [c] at least 2 crop varieties 2016-2020period
ST3-5-3: Develop and implement an annual capacity building calendar for senior and junior staff of MOA	[a] # of MOA staff attending special (agriculture)and general (management) programs and outside Somali programs	# of MOA staff attending [a]special (agriculture) [b] general (management) programs and [c] outside Somali programs
Strategic Objective SO3-6: To develop Monitoring, Evaluation and learning Systems		
STRATEGY	INDICATOR	Target -2016/20
ST3-6-1: Strengthen institutional KM knowledge management, Records, library and archives	[a]Number of published reports, statistics, pamphlets, booklets, and pocket books of KM ; [b] # and % staff and institutions who use knowledge management library/archives services	[a] a list of published reports, statistics, pamphlets, booklets, and pocket books is released in December/ year[b] >30% of MOA staff use the KM centers
ST3-6-2: Develop a Monitoring and evaluation unit and a multi-dimensional agricultural statistics center	[a]The % of projects and programs under M&E calendar system [b] increase in success rate of project completion time and quality	[a] >60% of projects of MOA are documented in the M&E calendar [b] success rate >60%
ST3-6-3: Maintain and manage information on the agricultural sector (see ST3-6-1, ST3-6-2 above)	[a]Number of published reports, statistics, pamphlets, booklets, and pocket books of KM ; [b] # and % staff and institutions who use knowledge management library/archives services	[a] a list of published reports, statistics, pamphlets, booklets, and pocket books is released in December/ year[b] >30% of MOA staff use the KM centers

Annex 2: Crops of the STATES

This annex has been inserted here because of two main reasons-

1: Agriculture is about crops; the delegates from the States who attended the validation Workshop of December 2015, spent half a day discussing their priority crops for then next period.

Quoting Prof. Hussein Iman's report on this workshop

“ During the presentations of the regional representatives, many participants could not believe that (for example) crops such as sorghum, vegetables and many more were grown in Puntland. Team members from the South also questioned all about the Myrrh, frankincense and gums production in those far dry land regions. ”

“On other-side, those from Puntland and Sanag could not also comprehend what were the barrages and irrigation control gates? Lots of debate and argumentative discussions were triggered there. It was apparent that many in the south did not know what was going in the far north while those who came from the north also had no clear idea of what was going on in the Southern agriculture area of Somalia”

2: The Delegates emphasized in their Workshop evaluation remarks that they would like to see their ideas included in the final Strategy document.

3: Below, is the summary of the outputs?

1—THE GALMUDUG-

List of crops in GALMUDUG

Type	NAME	PLACE
CEREAL	Sorghum	Degmada /Ceel dheer/Cabudwaaq
	Maize	Guriceel
OIL	Sesame	Guriceel/Ceelbuur
	Ground nuts	Dhusamareeb
VEGETABLE and FRUITS	Tomato	Hoby/Galkacyo/Cabudwaq
	Spinach (Kosto)	Cadaado/Hoby
	Hot Pepper (Basbaas)	Hoby
	Baamiye	Hoby
	Watermelon (Qare)	Dhusamareeb/Ceeldheer
	Papaya (Babaay)	Hoby Dhagaxleey
	(Onion) Basal	Gelinsoor/Dhusamareeb
	(Lemon) Liin Dhanaan	Ceelbuur/Xarardheere/Hoby
	Legume Cowpea (Digir)	Ceeldheer/Galkacyo/Cabudwaaq/Balanbale

Priority one	Tomato	
	Sorghum	
	Sesame	
	Liin dhanaan	
	Digir	

2: SOUTHWEST STATE CROPS

Type	IRRIGATED	RAIN FED
CEREAL	Maize	Sorghum
	Legumes	Cowpea
	Cowpea	Mung bean
	Mung bean	
OIL	Sesame	Sesame
	Sunflower	Groundnut
	Tomato	Tomato
	Onion	
	Pumpkin	
	Spinach	
	Lettuce	

	Bottleground (katitow)	
	Sweetpaper	
	Sweet potato	
	carrot	
FRUITS	Banana	
	Citrus (lime, grapefruit)	
	Mango	
	Papaya	
	Guava	
	Spandesu	
	Coconut	
	Water melon	

3- HMS-HIIRAAN &MIDDLE SHABELLE REGION CROPS

Crop type	Hiiraan CROPS	Middle Shabelle CROPS
Cereal crops	Sorghum Maize Millet	Rice Maize Sorghum

		Finger millet
Legumes	Cowpea Mango pea Groundnut	Cowpea Mango pee Groundnut
Oil cropS	Sesame Groundnut Sunflower Sunflower	Sesame Sunflower Groundnut
Horticulture crop	Tomoto Onion Carrot Radish Beatleat-SPINNACH -- Lettuce Cabbage GRAPES Hot and sweet pepper Okra Cucarbits--CUCUMBER? Watermelon Spandhesh	Tomoto Onion Carrot Radish Beatleat Lettuce Cabbage Pineapple Hot and sweet pepper Okra Cucarbits-cucumber Watermellon Spandhesh
Fruits crops	Citrus Mango	Citrus Mango
Crop type	Hiiraan CROPS	Middle Shabelle CROPS
	Guava	Guava
	Sugarcane	Sugarcane
	Banana	Banana
	Coconut	Coconut
	Date palm	Date palm
	Papaya	Papaya

	Sour-sop	Sour-sop
	Jicip	
	Qoono	
Tuber crop	Sweet potato	Sweet potato and Cassava
Fiber crop	Cotton	Cotton
Sucrose crop	Sugarcane	Sugarcane
	Tobacco	
Other	Malmal and Foox	

4—THE PUNTLAND STATE STATE CROPS

N	Crop type	MAJOR CROPS	MINOR CROPS
1	Horticultural Crops	Vegetables: Tomato, Onion and carrot.	Hot Pepper , sweet pepper and lettuce
2	Oil crops:	Sesame (rare)	
3	Fruits:	Date palm, lemon(sort lemon)water melon, guava	Grape fruit, Mango, <i>apple and Coffee(Sanaag)</i>
4	Cereal crops	Major cereal crops :Sorghum	
5	Legumes:	Beans :cow pea (beans)	
6	Frankincense:	Moxor,maydi.. Bari and Sanaag	
7	Fodder crops		

5—JUBALAND STATE CROPS

The Major Crops of Jubaland are the following

Cereal Crops	Fruits	Vegetable	Oil Crops	Legumes	Different variety
Maize	Banana	Tomato	Sesame	Beans	Tobacco
Sorghum	Lemon	Onion	Peanut		Sugarcane
Rice	Mango	Water Melon	Coconut		Cotton
	Citrus	Carrot			
		Sweet Potatoes			
		Salads			
		Hot Paper			
		Latus-Setive			

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