



Strategic Plan – 2013-2016

Presentation by the Minister

The Minister of National Resources oversees the work of the following highly important public sectors:

- 1- Agriculture, Livestock and Forestry;
- 2- Fishery and Marine Resources;
- 3- Minerals, Energy and Petroleum;
- 4- Environment;
- 5- Water Resource management and Distribution.

Many years of political and civil conflict have destroyed the state institutions of Somalia. With the support of the international actors and national community, Somalia has now a new national government with strong mandate to rebuild and unite the country. The government has announced its priorities recently and has received strong endorsement from the parliament. Its priorities include the restoration of state institutions, the defeat of extremism and building unity among the Somali people which are all essential in the development of the country. The Somali people have shown deep and strong resilience to

overcome great challenges during last few decades of unrelenting violence and fragmentation.

The Ministry of National Resources is a new construct that brings all national resources under single management. The Ministry has the challenging responsibility to rebuild the destroyed offices, hire competent staff, and draw Ministerial operational procedures, national policy and an action plan. Among the former institutions that are currently consolidated under the Ministry of National Resources are: the Ministry of Agriculture; the Ministry of Petroleum, Water and Minerals; the Ministry of Fishery and Marine Resources; and the Ministry of Rangelands and Forestry. However, the MNR has also responsibilities to oversee the environment which remains an important sector with serious environmental issues to be tackled and addressed.

The Ministry has completed a strategic plan in accordance of our national plan to overcome the legacy of over twenty years of conflict and destruction. In this view, infrastructure and capacity development are given higher priorities as these are critical in our long-term socio-economic development.

One of the short term goals of the Ministry is to focus on the establishment of a robust and well-resourced Ministry with, among others, a well trained workforce that can carry out its priorities to include promoting and advancing policies and regulatory framework that are responsive to the security and socio-economic needs of the country.

Our long term goals include increasing the capacity of the Ministry in terms of operational and scope to meet the challenges ahead. As part of our mission, the Ministry projects to expand its presence across the country and regulate the industries under its jurisdiction to respond effectively to the demands of the citizens.

With this strategic plan, the Ministry is in position to engage the public according to this vision and clear goals with the intent to develop our national resources for the benefit of the Somali people, now and into the future.

Finally, I want to take this opportunity to thank the fine team that undertook the arduous task of putting together this comprehensive strategic plan for the Ministry:

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H.E. Minister of National Resources
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Section I: Analysis and Evaluations

History

The Ministry of National Resources (MNR) consists of four major ministries and several agencies of the Government of Somalia. These former ministries include the Ministry of Agriculture, the Ministry of Livestock, the Ministry of Fisheries and the Ministry of Water, Minerals and Petroleum. With these ministries, there are also couple agencies that come under the jurisdiction of the MNR, namely the Forestry and Rangeland, and the Environmental Agency.

The Ministry has been formed on November 4, 2012 with a mandate to consolidate the functions of those institutions and ensure the implementation of key objectives, in which economic recovery remains a central pillar in the Administrations main six pillars. This arrangement assumes an important principle that underpins the Administration core priorities: to implement the goals of the government with efficiency and transparency.

Therefore, aligning priorities with key strategic pillars of the Government is essential for creating economic opportunities in this post-conflict stage in Somalia. With a deeper understanding of the complex challenges facing the nation, the current setup of the MNR will help address those challenges with emphasis on efficiency and high standard professional ethics that will determine the historic legacy of the Institution as we go forward.

Purpose

The Ministry is established to provide direction and leadership in serving the national interest and promoting sustainable resources development and environmental protection through policies, programs, education and with interaction with local communities, government and non-government institutions.

Authority, Responsibilities and Duties

This Ministry has the following mandate:

- Assessing and merging all resource related government entities under the control and management of the Ministry of National Resources;
- Determine the technical and human resource needs of the Ministry; define policy principles, operation and arrange required programs and evaluations.
- Setting policies regarding the development of national resources and related services such as operating and sustaining production, distribution, and making control processes and policies;
- Order preparations of plans and projects;
- Issuing permits, granting rights for exploration, signing and overseeing agreements, conducting cancellation transactions including inspections, applying restrictive measures, and preserving records;
- Setting up annual examinations and evaluations of the operation and investment programs of entities related to the Ministry;
- Conducting and coordinating studies, researches and other evaluations according to the public security and environmental needs;

SWOT Analysis

Organizational opportunities and challenges

The Ministry of National Resources remains one of the key institutions with responsibility to generate economic opportunities for the millions of Somali citizens by tapping the rich resources of the nation. This is part of the mandate that was recently announced in the six priority pillars of the government.

As a result, the government received strong endorsement from the parliament. Its priorities include the restoration of state institutions, the defeat of extremism and building unity among the Somali people which are all essential in the development of the country. The Somali people have shown deep and strong resilience to overcome great challenges during last few decades of unrelenting violence and fragmentation.

With that, the Ministry of National Resources is a new construct that brings all national resources under single management. The Ministry has the challenging responsibility to rebuild the destroyed offices, hire competent staff, and draw Ministerial operational procedures, national policy and an action plan.

Strengths

Investment in infrastructure
Influence of national policies and procedures
Influence of application of regulations
Technological improvement
Influence of international cooperation
Stronger coordination due to standard operation procedures
Establishment of R&D department

Weaknesses

Damaged infrastructure
Weak financial standing
Weak technical expertise
Fragmented society
Weak national institutions
Weak information management system
Lack of service headquarters

Opportunities

Strategic location of Somalia
Diverse rich resources
Potential of renovation and technological advancement
Strong international support and potential foreign investment opportunities on key sectors, including minerals, petroleum and agricultural sector
Strong Diaspora financial and technical support with a growing rate of investment of 50% annually
Stronger Regional cooperation

Threats

Disruption of natural systems (toxic waste dumping)
Ecological degradation (deforestation)
Water resource depletion
Lifestyle and values of people (charcoal for fuel)
Dependence on import
Fragile Political environment and security challenges
Lack of foreign investment
Lack of research institutions and evaluations

Section II: Strategic Plan

Vision

Manage Somalia's national resources and benefit both the current and future generations with a view of environmental protection and sustainable economic development.

Mission

To provide direction and leadership in promoting national sustainable resources development and environmental protection through policies, programs,

education and with interaction with local communities, government and non-government institutions, and collaboration with international bodies of interest.

Core values

Rule of law

We work according to the constitution and laws of the State of Somalia;

Open

We work with transparency, integrity and compassion;

Cooperation

We work together with respect and value our unique cultural, language and religious unity;

Determination

We are determined to succeed;

Commitment

We are committed to live up to the challenge;

Sustainability

We are committed to create a sustainable future.

Section III: Strategic goals and Targets

Strategic Target – 1

Institution Reconstruction

This target aims to respond to the urgent need to build up robust institutions in Somalia so key national development goals can be met. The efforts of the Ministry will contribute to the foundational building of the institutions of the Ministry of National Resources in terms of material and human resources needed

to provide and meet the development priorities so peace and good governance can be promoted. The establishment of robust institutions with well trained workforce will gradually change the current political dynamics from unstable and fragmented condition to stable and accountable democratic system with checks and balances.

The outcome this target aims to achieve is to build and equip a centralized head-quarter for the Ministry of National Resources with operational capacity. To achieve this goal, the Ministry will:

- 1- Carry out assessment on the material, technical and human resources needed so institutional development needs can be met.
- 2- Engage Development Partners.
- 3- Operationalize the institutions with material, technical and human resources.

The work started in January 2013 will be completed at the end of 2013.

Performance Indicator:

- Completed documentation of all properties, human, financial and material resources of the Ministry.
- Create a centralized head-quarter for the Ministry of National Resources.
- Completed standard operational procedures and policies.
- Staffing of all departments, providing services to the public.

Strategic Target – 2

Policy and Regulation

The resources regulations in Somalia are progressively amended in light of the fragmentation of the country by the civil war. The institutional capacity in terms of regulations and policies are steadily transformed, however, it remains very weak in terms of human resources, infrastructure, reference materials, research, statistics, monitoring, control, surveillance, international cooperation, etc.

The Ministry of National Resources is mandated to manage the national resources of Somalia by the Federal constitution and its development policies are consistent with the national priorities of Somalia. The conduct of the employees of the Ministry is governed by standard operating policies of the different departments and is required to follow these policies. The Ministry allows no discrimination against any person based on race, color, sex, place of origin, clan, political, or religious affiliation, age and disability.

The key policy and regulations objective is the recognition of the link between robust institutions and sustainable resource development. The Ministry is keenly aware that there are key broader national objectives that regulations and policies must take into consideration and we must take advantage of the readily available tools:

- Natural resources for economic empowerment
- Rich culture embedded in unification
- Flexibility to change from old systems of government to a more workable system of government

In establishing governance frameworks for development and the protection of natural resources and the environment, care must be taken to ensure that the roles of government, NGOs, communities and corporate entities of interest are well aligned to deliver what is expected of them to maximize the impact of the frameworks.

The work to amend laws is ongoing and major environmental law, fishery law, gas and mineral laws will be completed by 2014.

Performance Indicator for each policy and regulation:

- Transparent national consultation process completed.
- Minister moves it forward.
- Item Tabled for discussion.
- Goes through sub-committees.

- Gets approved.
- Communication plan developed to implement it.

Strategic Target – 3

Resource development: Livestock

Pastoralism:

The semi-arid and arid environmental conditions of much of the country make pastoralism the most viable livelihood for most Somalis. The majority of Somalis rely on livestock production for their subsistence and basic economic livelihood. It is estimated that 60-70% are pastoral nomads, and 70% of trade is associated with livestock. Not only is livestock trade the backbone of the national economy, it is also has socio-cultural significance. Pastoralism is considered to be a major part of the Somali culture and identity.

The Ministry will foster livestock industrial scale development, creating animal health centres, meat processing centres, education and training on animal husbandry and facilitating trade and marketing. The aim of the Ministry is to increase livestock products and export by 15% by 2014 and strengthening the commercialization of livestock products in subsequent years, expanding to other export markets.

Performance Indicator:

- Establish effective animal health centres.
- Establish education and training workshops about animal husbandry and business opportunities.
- Improve rural infrastructure such as roads, water-wells and transport capacities for market access.
- Establish world class meat processing centres around the country.
- Establish trade and effective marketing to increase global market share.

- Realize 15% increase in livestock related products and export.

Strategic Target – 4

Resource development: Agriculture

Agriculture has been underdeveloped due to poor infrastructure before and after the state collapse. Banana was the second most important export after livestock. The Ministry will improve the Somali agricultural production capacity by:

- Investing in Infrastructure development and road networks;
- Investing in scientific and technological capacity of the industry;
- Developing quality control systems;
- Promoting private sector investment;
- Improving access to export markets;
- Introducing appropriate land use policies, land classification and regulatory framework;
- Reforestation campaigns;
- Introducing alternative energy use to curb desertification;
- Improving land and water management;
- Upgrading food storage facilities.

The Ministry will improve:

- Agro-based manufacturing.
- Production of Frankincense and myrrh – both forest products.
- Production of Sorghum, corn, coconuts, rice, sugarcane, mangoes, sesame seeds, beans.

Prioritization of targets requires carefully phasing targets:

Phase I: conducting assessments

1. Infrastructure – Offices, staff, land, water, machinery, roads, dams, bridges, seeds, fertilizers, pesticides, research facilities, and holding facilities – ongoing throughout 2013.
2. Land use regulatory framework – 2013

Phase II:

3. Infrastructure development projects based on the findings – 2014-2015

Phase III:

4. Increased agricultural production and manufacturing 2015-2016

Performance Indicator:

- Complete assessment and prioritized targets.
- Establish institutional capacity for agricultural development.
- Establish land use and water management regulatory framework.
- Establish agro-based manufacturing.
- Establish quality control system.
- Private sector investment.
- 25% export of agricultural products.
- Domestic agricultural manufacturing

Strategic Target – 5

Resource development: Fishery

The Ministry of National Resources intends to develop fishery industry, establish conservation and environmental protection policies protect marine resources, curb overfishing, establish Monitory Surveillance Control system, amend fishery law number 23, 1985 and setup Fishery Services facilities.

The Ministry has started assessment of fishery facilities, identified infrastructures that need to be repaired and rehabilitated, training centers and fishery markets in bad condition. This assessment will continue until October 2013 to complete the initial stage of the project.

In 2014, the Ministry will have rehabilitated the department of fisheries including the offices with furniture while ensuring to modernize Mogadishu's complex fish market. Priority is to be given for the establishment of cold storage facilities, plate freezer, deep freezer chambers, ice-making plant, transportation asset and processing plant. In addition, the Ministry will encourage private sector investment and pursue opportunities to create jobs for the many unemployed youth.

Performance Indicator:

- Assessment completed by October 2013.
- Rehabilitation of offices, storage and processing facilities will start in January 2014 and completed by end of 2014.
- Private sector investment yields employment opportunities for youth.
- New projects start to increase export of fish products in 2015.

Strategic Target – 6

Research and Development (R&D)

The Planning and Research Department is responsible for developing and/or improving technological knowhow while also performing information gathering, analysis, planning, and decision-making, allocation of resources, and formulation of regulations, always reflecting the need to conserve and promote responsible and sustainable development practices.

Investment in R&D in 2013 focuses on establishing the infrastructure, the human and technological resources. By January 2014, the Ministry's R&D will perform all its functions with reasonable budget to undertake its core mandate.

Performance Indicator:

- Fully functioning R&D facility with engineers, scientists, and business analysts.
- Recruit young scientists and researchers from diaspora to provide leadership in various sectors in the Ministry institutions.
- Producing quarterly reports and analysis.

Strategic Target – 7**Environment and Forestry**

Given that there have been lack of national environmental institutions, there are no mechanisms to assess environmental damage and provide monitoring systems. However, environmental damage and degradation in Somalia has been attracting international attention and in fact, the environmental damage in Somalia has led to widespread environmental and economic insecurities. It has been established that there is a link between the toxic waste-dumping in the Somali coast, the overfishing by foreign vessels and the increased piracy in the region. Similarly, cutting trees to produce charcoal is identified as one of the major environmental threats in Somalia as it causes widespread desertification, leading to soil erosion and droughts. As a result, there has been extreme food insecurity in Somalia, creating widespread famine and huge refugee populations.

The objectives of the Ministry of National Resources are clear. We must reverse the environmental trends of the last two decades; we must invest in national environmental institutions with research and assessment capabilities. We must also, given our limited means, be prudent by balancing the immediate demands with long-term opportunities, making sure that we generate sustainable wealth from our natural resources. In this view, we intend to focus on:

- Investing in institutional capacity;

- Education
- Investing in massive reforestation and afforestation projects;
- Soil and water conservation.

In terms of policy objectives, the Ministry will follow principles that define collective interest and in this sense manage our resources so they will make the greatest contribution to the wellbeing of current and future generations. Communities across Somalia will have input in national policy formation and they will be partners in resource management, applying these principles:

- Harvesting renewable resources should not exceed the regeneration rate;
- The rate of depletion of non-renewable resources should not exceed the rate of creation of renewable substitutes;
- Waste emissions should not exceed environmental absorption capacity.

Performance Indicator:

- Assessment completed by October 2013.
- Rehabilitation of offices, assessment and monitoring facilities have been started in January 2014 and completed by end of 2014.
- Reforestation project started in 2014.
- Water and soil conservation projects started in 2014.
- Community education campaign started in 2014.
- Community environmental management committees formed across Somalia in 2016.

Strategic Target - 8

Petroleum Exploration, Minerals and Gas

Department of Petroleum is one of the major sectors in the Ministry of National Resources with potential revenues in the hundreds of millions per year. Somalia has that diverse mineral and fossil fuel deposits that are ready to be extracted with an estimated production of billions of barrels.

The Petroleum and Minerals Department is tasked to implement key strategic goals of the Ministry in which development of oil, gas and mineral explorations remain Ministry's top priorities in the next few years.

Objectives of the Department are to:

- Implement the review of both the Mineral and the Petroleum Laws and provide recommendations before submitting them to the Federal Parliament of Somalia.
- Ensure the exploration and development of Somalia's oil, natural gas, and mining resources;
- Provide oversight in the compliance of country's regulations and operating standards.
- Develop standard operating procedures, and processes for licensing, monitoring, reporting and inspection of drilling and operation sites.
- Adopt strict safety procedures for firms to maintain environmental health, including emergency response and safety mechanism to public inquiries and information.
- Conduct periodical resource assessment and information management.

Performance Indicator:

- Conduct geological surveys and report;
- Facilitate investments for petroleum development sector;
- Review petroleum legal documents and add amendments where necessary;
- Coordinate bid rounds and public tender with progress report.
- Revenue generation and licensing mechanism.

APPENDIX

Appendix 1: Institution Reconstruction

<p>Strategic Activity 1: To rebuild the institutions of the Ministry with focus on institutional capacity and increasing skilled laborers.</p> <p>Objective: To establish robust institutions with well trained workforce that will gradually upgrade the current workforce to a more effective and competent one with diverse skill sets to transform the ministry.</p>						
Key Activities	Indicators	Means of Verification	Responsible Departments	2013-2014		Sources of Resources
<p>Act. 1.1 Carry out assessment on the material, infrastructure, technical and human resources needed so institutional development needs can be met.</p>	<ul style="list-style-type: none"> - Field visit - Meeting 	<ul style="list-style-type: none"> - Reports - Analysis - Recommendations - Photos 	<ul style="list-style-type: none"> - Department of planning - Human Resources - Director Generals 	✓	✓	Government budget to be allocated
<p>Act. 1.2 Engage development partners</p>	<ul style="list-style-type: none"> - Proposals - Agreements - PPP 	<ul style="list-style-type: none"> - Follow-ups - Reports 	<ul style="list-style-type: none"> - Department of Planning - Office of the Minister 	✓	✓	MNR
<p>Act. 1.3 Operationalize the institutions with material, technical and human resources</p>	<ul style="list-style-type: none"> - SOP - Regulations - Right skills 	<ul style="list-style-type: none"> - Competent staff - Capacity trainings - New infrastructures 	<ul style="list-style-type: none"> - Department of Planning - Office of the Minister 	✓	✓	Budget to be decided by the MNR

Appendix 2: Policy and Regulations

<p>Strategic Activity 2: To set up the regulatory and policy framework of all national resources and promote sustainable resources development and management.</p> <p>Objective: To create the link between robust institutions and sustainable resource development through policies and regulations.</p>
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Key Activities	Indicators	Means of Verification	Responsible Departments	2013	2014	Sources of Resources
Act. 2.1 Develop policies and procedures for the various departments within the MNR.	<ul style="list-style-type: none"> - Consultative workshops - Meetings - Review sessions - Fishery Law reviewed - Petroleum Law reviewed 	<ul style="list-style-type: none"> - Reports - Amended policies - Amended regulations - Minutes and records - Copies - FL completed - PL completed - Press Releases 	<ul style="list-style-type: none"> - Department of Legal Affairs - MNR Experts 	✓	✓	Government budget to be allocated
Act. 2.2 Review Sector-specific regulations and laws.	<ul style="list-style-type: none"> - Consultative workshops - Research 	<ul style="list-style-type: none"> - Amended regulations - Amended laws - Copies - Minutes and records - Press Releases 	<ul style="list-style-type: none"> - Department of Legal Affairs - MNR Experts 	✓	✓	Govt to allocate budget

Appendix 3: Livestock

Strategic Activity 3: To foster industrial scale livestock development with tailored projects to sustain the livestock sector.

Objective: The aim of the Livestock Department is to increase livestock products and export by 15% by 2014 and strengthening the commercialization of livestock products in subsequent years, expanding to other export markets.

Key Activities	Indicators	Means of Verification	Responsible Departments	2013- 2016		Sources of Resources
Act. 3.1 Construction and rehabilitation of laboratories, central drug unit, clinics and warehouses across the country.	<ul style="list-style-type: none"> - Assessments - Site plans - Hire expertise - Identify fund or investment sources 	<ul style="list-style-type: none"> - Reports - Activity photos - Project activities 	<ul style="list-style-type: none"> - Livestock Department 	✓	✓	Government budget to be allocated. Estimated cost of the project: 8,227,750.00 USD
Act. 3.2 Create an epidemiology unit with 84 focal points across the country.	<ul style="list-style-type: none"> - Construction of the sites - Consultation with pastoral communities 	<ul style="list-style-type: none"> - Establishment of focal points 	<ul style="list-style-type: none"> - Livestock Department 	✓	✓	Govt to allocate budget. Estimated cost of the project: 811,500.00 USD

Act. 3.3 Conduct trainings on Animal Resource Information System.	<ul style="list-style-type: none"> - Capacity workshops - Training - Surveys 	<ul style="list-style-type: none"> - Impact Assessment - Unified system in place 	- Livestock Department	✓	✓	Govt to allocate budget. Estimated cost of the project: 45,960.00 USD
Act. 3.4 Build livestock market facilities and watering points along tracking routes.	<ul style="list-style-type: none"> - Assessments - Inter-ministerial meetings - Business stakeholders consultation sessions 	<ul style="list-style-type: none"> - MNR monitoring and evaluation reports 	- Livestock Department	✓	✓	Govt to allocate budget. Estimated cost of the project: 10,987,345.00 USD
Act. 3.5 Establish an insemination and breeding center.	<ul style="list-style-type: none"> - Research - Project activities - Report photos 	<ul style="list-style-type: none"> - Manpower in place - Reports - Site refurbishment 	- Livestock Department	✓	✓	Govt to allocate budget. Estimated cost of the project: 576,895.00 USD
Act. 3.6 Promote and adopt a national veterinary curriculum in private institutions.	<ul style="list-style-type: none"> - Public Awareness - Coordinate development of the sector - Private sector engagements 	<ul style="list-style-type: none"> - Run commercial advertisements on public media - Press releases 	- Livestock Department	✓	✓	Govt to allocate budget. Inter-ministerial coordination
Act. 3.7 Harmonize national livestock certification process and veterinary code.	<ul style="list-style-type: none"> - Develop system - SOP - Stakeholders consultative meetings 	<ul style="list-style-type: none"> - Trade activity and livestock export - Progress report 	- Livestock Department	✓		Govt to allocate budget. Estimated cost of implementing the process: 51,688.00 USD
Act. 3.8 Establish Livestock Policy Hubs	<ul style="list-style-type: none"> - Coordination of livestock trade union - Interim body to promote livestock interest 	<ul style="list-style-type: none"> - Reports - Retention of experts 	- Livestock Department	✓		Govt to allocate budget. Estimated cost of phase 1: 165,038.00 USD

Appendix 4: Environment and Forestry Management

Strategic Activity 4: To develop policies and procedures that enhances the protection of the environment and the fragile forestry ecosystem in Somalia.						
Objective: To restore the environment and forestry with effective policies that supports the ecosystem with robust public awareness and environmental literacy to reduce charcoal consumption by 30% in 2016.						
Key Activities	Indicators	Means of Verification	Responsible Departments	2013-2016		Sources of Resources
Act. 4.1 Develop environmental policy and regulatory framework	- Assessment report - Legal workshop	- Draft policy - SOP	- Environmental and Forestry Protection Agency	✓		Government budget to be allocated
Act. 4.2 Develop national environmental and forestry protection law and programs	- Workshops - Legal consultation with stakeholders	- Public awareness - Draft law - Parliamentary Approval from the CoM - Parliamentary passage	- Department of Legal Affairs - Environmental and Forestry Protection Agency	✓	✓	MNR & UNDP
Act. 4.3 Establish independent national advocacy agency against charcoal export	- Appoint nominee with clear mandate	- Bylaws established - Official press statement - Public awareness programmes	- Environmental and Forestry Protection Agency	✓	✓	Budget to be decided by the MNR
Act. 4.4 Combat desertification with nationwide initiative for reforestation	- Assessment conducted - Progress report	- Photo activity - Official launch of the project	- Environmental and Forestry Protection Agency	✓	✓	Budget to be decided by the MNR
Act. 4.5 National afforestation project to offset environmental crisis	- Assessment - Project official launch	- Quarterly progress report - Photo activity - Inspection report	- Environmental and Forestry Protection Agency	✓	✓	Budget to be decided by the MNR

Appendix 5: Fishery and Marine Resources

Strategic Activity 5: To develop fishery industry, establish conservation and environmental protection policies protect marine resources, curb overfishing and IUU, establish Monitory Surveillance Control system, and amend fishery law number 23, 1985 and setup fishery service facilities.						
Objective: To encourage private sector investment on the sector and increase production of marine resources for export and generate employment opportunities for the unemployed youth.						
Key Activities	Indicators	Means of Verification	Responsible Departments	2013- 2016		Sources of Resources
Act. 5.1 Enact the fishery law and pass it at the Parliament.	<ul style="list-style-type: none"> - Law # 23 reviewed - Amended report 	<ul style="list-style-type: none"> - Cabinet approval - Parliamentary adoption of the law 	<ul style="list-style-type: none"> - Department of Legal Affairs - Department of Fishery and Marine Resources 	✓	Review completed on Jan. 2013.	Government to fund the activity
Act. 5.2 Set up monitory, surveillance and control (MSC) system to protect the marine resources and Somalia's EEZ.	<ul style="list-style-type: none"> - Assessment - Progress report of the project 	<ul style="list-style-type: none"> - Train staff - Equipments in place - Reinforcement team appointment 	<ul style="list-style-type: none"> - Department of Fishery and Marine Resources 	✓	✓	Govt to allocate budget. Estimated cost of the project: 4,986,025.00 USD
Act. 5.3 Fishery Infrastructure established	<ul style="list-style-type: none"> - Assessment - Project report 	<ul style="list-style-type: none"> - Small scale processing plant inquired - Acquisition of industrial fishing fleet - Joint ventures for SHIFCO with other partners - Refurbish Ministry assets and office buildings - Fresh water fishery rehabilitated 	<ul style="list-style-type: none"> - Department of Fishery and Marine Resources 	✓	✓	Govt to allocate budget. Estimated cost of the project: 14,050,260.00 USD
Act. 5.4 Capital building and training schemes	<ul style="list-style-type: none"> - Assessment - Reports - Project activity and initiation 	<ul style="list-style-type: none"> - Project activity - Fishery transport - Refrigerator system - Safety at sea procedures - Manufacturing development 	<ul style="list-style-type: none"> - Department of Fishery and Marine Resources 	✓	✓	Govt to allocate budget. Estimated cost of the project: 5,100,050.00 USD

Act. 5.5 Marketing and national resource development. Implement Fishery Data Collection and Research	- Quarterly report on project activity - Surveys - Data bank - Regional data collection centers	- Phase I project implementation, - International partnership - Trade association - Collaborative agreement	- Department of Fishery and Marine Resources	✓	✓	Govt to allocate budget. Estimated cost of the project: 5,000,000.00USD
Act. 5.6 Fishery Stock Assessment	- Project activity report	- Publication of findings - Progress report	- Department of Fishery and Marine Resources	✓	✓	Govt to allocate budget. Estimated cost of the project: 5,000,000.00.

Appendix 6: Research and Development (R&D)

Strategic Activity 6: To establish research and development unit that provides solutions to various departments in the Ministry of National resources, including best practice methods and customized solutions to particular challenges.

Objective: To promote the Ministry's objectives and support each department with R&D tools that enhance capacity and productivity to ensure sustainable resource development with effective environmental protection schemes.

Key Activities	Indicators	Means of Verification	Responsible Departments	2013-2016		Sources of Resources
Act. 6.1 Improve capacity of the Ministry with R&D	- Links with MNR institutions	- Report - Capacity development workshops	- R&D	✓	✓	Government budget to be allocated
Act. 6.2 Support departments with recommendations and technical	- Quarterly reports	- Performance report - Case studies	- R&D	✓	✓	Government budget to be allocated
Act. 6.3 Develop environmental protection curriculum	- Project initiation report - Public consultation	- Curriculum design for primary and secondary education	- R&D	✓	✓	Budget to be decided by the MNR

Appendix 7: Water Resource Management

Strategic Activity 7: To promote safe drinking water across the country and invest on water technology systems that contributes to the wellbeing, health and development of the society. Objective: Rehabilitate water infrastructures and develop production capacity of water with focus on reducing contamination and promoting access to safe drinking water by 30% in 2016.						
Key Activities	Indicators	Means of Verification	Responsible Departments	2013-2016		Sources of Resources
Act. 7.1 Finalize national water policy	- Stakeholders consultation meetings - Progress reports by July 2013.	- Draft of the policy - Adoption at CoM - Parliamentary passage	- Department of Legal Affairs - Department of Water Resource Mgmt	✓		Government budget to be allocated
Act. 7.2 Register all wells and water treatment facilities in Banadir Region	- Report - Consultation meetings with stakeholders	- Established database - Quarterly report	- Department of Water Resource Mgmt -	✓		MNR estimated budget cost: 3,000.00 USD
Act. 7.3 Water production and controlling stations	- Assessment - Expert and technical support	- Water quality inspection report - Project initiation or implementation report	- Department of Water Resource Mgmt	✓	✓	Budget to be decided by the MNR

Appendix 8: Petroleum Exploration, Minerals and Gas

Strategic Activity 8: To resume the exploration of oil, gas and minerals deposits in Somalia to transform the economic and social wellbeing of citizens in an environmentally cognizant manner. Objective: To promote the safe extraction of oil, gas and minerals to contribute to the development of Somali society in an equitable and fair manner.						
Key Activities	Indicators	Means of Verification	Responsible Departments	2013-2016		Sources of Resources
Act. 8.1 Review and finalize the Petroleum Policy and Regulatory framework	- Review process of Petroleum Law underway - Progress report	- Draft of the law - Adoption at CoM - Parliamentary passage	- Department of Legal Affairs - Department of Petroleum, Gas and Minerals	✓		Budget to be decided by the MNR

Act. 8.2 Establish inspection and quality control regime for all petroleum products	- Procedures that comply best industry practice and international standards	- Photo activity - Quarterly report	- Department of Petroleum, Gas and Minerals	✓		Budget to be decided by the MNR
Act. 8.3 Identify MNR petroleum infrastructure	- Assessment - Surveys -	- Photo activity - Site maps or plan	Department of Petroleum, Gas and Minerals	✓		Budget to be decided by the MNR
Act. 8.4 Establish web domain for the agency to maintain public information and for transparency	- Design secure template - Prepare the content	- Project completion Report -	Department of Petroleum, Gas and Minerals	✓		Budget to be decided by the MNR
Act. 8.5 Build capacity for the Department to enhance its performance	- Assessment - Budgetary support -	- Training for capacity building - New staff hired - Progress report	Department of Petroleum, Gas and Minerals	✓	✓	Budget to be decided by the MNR
Act. 8.6 Create joint ventures for development partnership. Issue tender and bid rounds for potential oil exploration firms in a transparent manner.	- Develop legal agreements and cooperation framework -	- Contractual Agreement - Production sharing agreement	Department of Petroleum, Gas and Minerals	✓	✓	Budget to be decided by the MNR