

# **TIGRAY REGIONAL STATE**

## **Five Years (2010/11 - 2014/15) Growth & Transformation Plan**

**Bureau of Plan and Finance**

**September, 2003 E.C**

**Mekelle**

## Contents

Introduction.....	1
Part I.....	2
1. Performance evaluation of the previous strategic plan /2006 -2010/.....	2
1.1 Macro economic conditions of the region.....	2
1.2 population .....	4
1.3 The situation of poverty and unemployment .....	5
1.4 Infrastructure development .....	6
1.5 Sectoral performance evaluation of the past strategic plan.....	8
1.5.1 Building developmental work force and civil service activities .....	8
1.5.2. Economic Development.....	13
1.5.3. Social services.....	24
1.5.4. Justice, security and administration .....	35
1.5.5 Political affairs .....	38
Part Two.....	40
2. Opportunities and Challenges .....	40
2.1 Opportunities.....	40
2.2 Development challenges .....	45
Part Three.....	48
3. Plan of the Next Five Years (2010/11-2014/15).....	48
3.1 The basis of the Plan .....	48
3.2 Mission statement .....	49
3.3 Regional Directions .....	49
3.4 Pillar Strategies .....	50
3.5 Regional Objectives and Targets .....	58
3.5.1. Regional Objectives .....	58
3.5.2. Regional Targets .....	58
3.6 Objectives, Targets and directions of the Economic Sectors .....	60
3.6.1 Establishment of development work force and civil service.....	60
3.6.2. Economic Development.....	66
3.6.3 Social Services .....	90
3.6.4 Justice system and security .....	105
3.6.5 Political Activities.....	111
Part Four .....	115
Part Five.....	117

## **Introduction**

In the previous years, a five year /2006-2010/ strategic plan was designed with the objective of accelerating the overall development of our region. This plan has been implemented exhaustively but after the Mid-term review of the strategic plan, its duration was reduced into four years /2006-2009/. As a result, encouraging successes have been registered on the economic, social, and development of democratic system ensuring good governance. On the other hand, in the process of ensuring rapid development of our region, the rise of the price of different commodities has occurred. Thus, in the coming five years development plan, the emphasis shall be given to both maintaining and enhancing the successes and resolving challenges encountering in the previous development plan.

The next development plan is named as a five years /2010-2014 / Growth and Transformation Plan (herein after referred to as GTP) for it, on one hand, facilitates the preconditions to takeoff to industry led economy and, on the other hand it fully sustains food security through maximizing the agricultural productivity led economy. The GTP is formulated based on performance evaluation of the previous 5 years strategic plan /2006-2010/ and planning framework provided by the federal government. The GTP, therefore, has five parts.

The first part focuses on the previous 5 years strategic plan's macro and sectoral economic performance evaluation; where as the second part deals with the opportunities and challenges to development. The third part is all about the visions, missions, objectives, sectoral and sub sectoral targets and implementation strategies. Part four describes the financial and human resources plan required for implementation of the economic sub-sectors. Finally, the strategic plan's monitoring and evaluation framework is included in the fifth part.

It is strongly believed that poverty can be eradicated through the realization of the, objectives, targets and strategies and hence all development partners including the government, the party, the private sector, and donors and non governmental organizations, and the people at large should maximize their efforts through integrating their ideas, skills finances in realizing the GTP.

## Part I

### 1. Performance evaluation of the previous strategic plan /2006 -2010/

#### 1.1 Macro economic conditions of the region

The macro-economy situation of the region was evaluated based on some indicators like Regional Gross Domestic Product, the share of different economic sectors and the per-capita income among others.

It was planned in the previous strategic plan (2005/06 -2009/10) to register an average growth rate of 10% annually. However, there was also a concerted effort to record above this average growth rate. Accordingly, due to the concerted effort, up to 2010, an average of 11 % growth was registered every year. Thus, as compared to the growth rate achieved in 2002-2004 which was 10.01 %, there is a difference of 0.99 %. When we see the average growth rate of sectors in the previous strategic plan, agriculture has been grown by 9.5%, industry by 9.5%, services by 13.2% respectively. For more information it is possible to see in table one below.

**Table 1: Regional GDP growth rate by economic sectors (2005/06- 2009/10)**

No	Description	year					Average
		2005/06	2006/07	2007/08	2008/09	2009/10	
1	Total regional GDP	11.2	11.3	11.8	10.2	10.5	11.0
2	Agriculture sector	9.6	9.2	11.4	7.9	9.6	9.5
3	Industry sector	10	9.5	9.0	9.4	10.1	9.5
4	Services sector	14.0	14.4	13.7	13.0	11.6	13.2

Source: Bureau of planning and Finance.

Out of the gross regional income(GDP) registered in the past strategic plan, the share of agriculture reduced to 38.7% in 2009/10 from what it had been at 40.9% in 2005/06 while that of industry reduced from 20.4% to 19.4% in the same period.. However, unlike the agricultural and industrial sectors, the share of services has shown a remarkable growth from 38.7 % to 41.9 % in the period under consideration same years. Reference is made in the table-2 below

**Table 2: Sectoral share to Regional GDP (in percentage) (2005/06 -2009/10)**

No.	Sector	Year					
		2005/06	2006/07	2007/08	2008/09	2009/10	Average
1	Agriculture	40.9	40.1	39.9	39.1	38.7	39.4
2	Industry	20.4	20.1	19.6	19.4	19.4	19.6
3	Services	38.7	39.8	40.5	41.5	41.9	41.0
	Total	100	100	100	100	100	100

Source: Bureau of planning and Finance

This remarkable economic development was realized because of the significant growth in agricultural production and productivity; industry such as the expansion of mining, trade, construction, transport, financial institutions and the expansion of other infrastructures. The per capita income was found by dividing the overall RGDP to the then total population number. Thus, the real per capita income has grown from 1378 birr (168 USD) in 2005/06 to 1900 birr (232 USD) in 2009/10.

There are some agricultural products which significantly contribute to the economic development of our region and are very important export items such as sesame and other cereals, gum and gum Arabica, leather and leather products, hides etc. When we take sesame alone, in 2006 by exporting 51,776 tons, a total of 50 million dollar was earned and out of the 1.3 million quintals of sesame produced/ harvested in the production year of 2008, over 90,000 tons was exported to the international market through port Sudan and eventually over 121.5 million dollar foreign/hard currency was earned. Therefore, this encouraging result indicates the possibility of increasing the contribution of such agricultural products to the economic development of our region if an integrated and intensified effort is made to increase the quality, quantity and competitiveness of these kinds of export of agricultural products.

On the other hand, in the last thirteen years /1992 –2005/ 822 projects with the capital of 6.5 billion birr were approved/ licensed and in the years 2006-2009 around 1389 projects with total capital of 12.8 billion birr were approved. These investment projects have created job opportunities for over 92,000 citizens. Therefore, the growth of private investment has grown from an average of 20% in the years 2002-2005 to the average annual growth of 50% in the years

of 2006-2009 among the approved/ licensed investment projects, in the year 2002, 40.8 % have already started their production.

In our region, the credit/loan given in the rural as well as in the urban areas has played a great role in accelerating the economic development. In the years 2006-2009 over 2 billion birr credit was given to the farmers who were involved in the food security package and to those who were engaged in micro and small scale enterprises to purchase some facilities by the financial institutions such as Dedit and other corporate enterprises. This kind of financial support is believed to have a great contribution in supporting the farmers and the micro and small scale enterprises that have financial constraints.

In our region, evidences show that the regional revenue collected every year has grown significantly. In 2006, a total of 257.8 million birr was collected and this amount of the regional revenue has grown into 633.3 million birr in the year 2009. When we see the regional revenue in relation to the regional total budget, it has grown from 24.5% in 2005 to 27.5 % in the year 2009 and in relation to the recurrent budget of our region; it has increased from 30.1% in 2005 to 43.2 % in 2009. When we compare the share of the region's overall revenue to RGDP in the same period, it has grown from 3.5 % in 2005 to 7.2 % in 2009. Of the total regional revenue collected in 2005-2009, the share of direct tax has grown from 80.2% to 82.0%, and the share of capital revenue from 0.4% to 2.5% but the share of indirect tax has decreased from 19.4 % to 15.5 %. Even though, the amount of the indirect tax collected every year was increasing, the growth was not as such significant.

## **1.2 population**

According to the report of the 2007 housing and population census, the number of population of our region was 4,314,456 and when we compare this with that of the 1994 census which was 3,367 million, the population of the region has grown almost by one million. When we see the sex composition of the population, 49.2 % of our populations are males and the remaining 50.2% are females. On the other hand, when we see the population in terms of settlement, 19.5 % of our population is living in urban areas where as 80.5% is living in the rural areas of our region. The population growth in our region has decreased from 2.67 % before the 2006 census to 2.5 % in the 2007 census. In general, even though the population of our region has been growing from

time to time, this growth is believed to create a regional workforce especially when we see it in relation to the expansion of education, health and the growing economy of our region in particular and our country in general.

### **1.3 The situation of poverty and unemployment**

According to the report by the Ministry of Finance and Economic Development of 2004\05, the poverty rate of our region (citizens whose daily income is less than one dollar) was 48.5 %. However, in the years 2005\06-2009\10, the poverty rate is believed to be lower than it was in the 2005\06 due to the integrated efforts made in the household based package in the rural areas and due to the trainings and credits given to the micro and small scale enterprises in the urban areas. Nevertheless, estimation has been made based on the Elasticity of growth to poverty and the level of poverty in our region is estimated to be 41 % in 2009\10.

It is firmly believed that, micro and small scale enterprises play a key role to eradicate poverty in urban areas of our region. Therefore, in the previous strategic plans, a wider effort has been done and eventually a great deal of job opportunities has been created. In 2003 the number of the micro and small scale enterprises was 49,392 and in 2009 the number has grown into 106,745 and these enterprises were organized and strengthened. As a result, in the years 2005-2009, around 193,286 job opportunities have been created. According to the report of the central statistical agency, unemployment rate in the urban areas of the Tigray regional state in the year 2003 was 28.8 % of which 20.6 % were males and 36.2 % were females but this unemployment rate has decreased to 19.0 % (11.2% males and 16.2 % females) in the year 2009%. This achievement was due to the integrated effort made by government, private sectors and other development partners.

As indicated in the 2009 survey report of the Central Statistical Agency, the main reasons for the wide spread unemployment were financial constraint, lack of information, unable to get land for work were the major ones. However, the study also indicated that a great deal of citizens who had no economic problem was not engaged in any kind of work.

## **1.4 Infrastructure development**

It is known that the development of infrastructure plays a great role in realizing economic development of our region. Similarly, infrastructure has a tremendous contribution to attract and encourage private investments. Thus, there has been unreserved effort made by the regional and federal governments, and nongovernmental organizations to benefit all woredas, cities and kebelles from infrastructure services economically and socially.

Based on this, in the years before 2009 around 1671 km main roads (of which 488 km is asphalt), 1357 km rural road and totally 3028 km road was constructed by the regional government, federal government and other donor organizations. Thus, when we see density network of our region in 1000 km<sup>2</sup>, it has grown from 53 in 2005 to 56 km in the year 2009 and in population number of 1000, the road coverage has increased from 0.41km which was in 2005 to 0.64km in 2009 especially the road which is still under construction is very important in importing commodities directly to our region within a very short period of time. In addition, in the urban areas 33kms asphalt 198.84kms gravel, 27.6 kms cobble stone and 62.87 km drainage/sewerage are already constructed and are open to traffic.

On the other hand, an encouraging achievement has been registered in the expansion of telecommunications. Hence, 226,751 customers/ clients are able to use mobile phone and the mobile phone network covers 64% of the land. Similarly, over 153,374 customers are beneficiaries of the land line telephone and the coverage for wireless telephone is 90% which means one person can get a wireless telephone in every walk of 5 km. An electrification program was also formulated and has been implemented both in the urban and rural areas throughout the nation. In relation to this program, a great endeavor has been undertaken to expand the electric power both in the rural and in the urban areas of our region. As a result, 197 towns and rural centers are already benefited from the electrification program. In general, 121953 households have already got electric consumption counter and this means that the electrification covers 12 % of the total households.

When we see the health problem in our region, evidences show that most of the health problems are caused due to lack of clean water. Thus, so as to solve this problem, the government has been engaged in upgrading the clean water supply both in the urban and in the rural areas and

eventually the coverage of potable water in urban areas has grown from 50% to 72% and in the rural areas it has increased from 41% to 60%.

To expand the coverage of both education and health services to all parts of our region, an integrated effort has been made by the government, the society and donor organizations and thus an encouraging achievement has been registered. In 2005, there were 1478 primary and 59 secondary schools but in the year 2009 this number has grown to 1978 and 110 schools respectively.

The gross enrollment rate in primary education has grown from 99.77 % in 2005 to 102.8 % in 2009 (103.4 % females and 102.1 % males) and in the junior secondary schools the enrollment rate has grown from 38.7 % to 50.2 % (50.7% males and 49.7% females). Similarly, the net enrollment rate in the elementary schools has increased from 86.77% in 2005 to 92.5% in the year 2009 (94.4 % females and 90.5% males). Thus, from this enrollment growth we can understand that the access to education in our region is not the major concern these days. However, priority will be given to zones and woredas which are still below the enrollment rate of our region. On the other hand, an emphasis will be given to ensure the quality of education in our region by evaluating and strengthening the good practices that has been achieved so far.

In the previous strategic plan, a lot has been done to improve the coverage and the quality of health services. As a result, the number of health centers has grown from 40 to 200 in the years 2005-2009 but the number of hospitals in our region remained the same – 14 in number. On the other hand, the number of health posts decreased from 611 to 568 and the main reason why the number of these health posts has reduced is that some of them were upgraded to health centers. Eventually, the coverage of health services has increased from 75 % to 83 % and the death of infants less than a year has fallen from 104/1000 to 67 /1000 and the death of children under the age of 5 years was reduced from 169/1000 to 73/1000. In the same way, the maternal mortality is reduced from 870/100000 to 673/100000 and the integrated family health is reached 75 % and among those who are involved in the integrated health package 70 % of them are beneficiaries of their own private toilets. One of the targets of the health sector was to reduce the 400 thousand

malaria victims by half and it was successful by around 70% and all these achievements were realized because of the integrated effort made by both the government and the society at large.

## **1.5 Sectoral performance evaluation of the past strategic plan**

### **1.5.1 Building developmental work force and civil service activities**

#### **1.5.1.1 Building developmental work force**

A wide effort has been done by the leadership of the ruling party, government structures and by the active participation of the society at large to bring about a radical change on building democracy, good governance, peace and development by identifying and then solving the main challenges on the capacity of the executive body. Besides, it was also attempted to replace the rent seeker political economy ideology by the developmental political economy. Especially, since 2008, the government has endeavored to build the capacity of all of the executive bodies in all governmental structures and then to mitigate capacity related problems. It is firmly believed that without having a well organized society and strengthened executive capacity, it is difficult to think of public movement. Thus, to have a well organized social mobility, different stakeholders have to play their respective roles: the party a leading role, the government a supportive and executive role and the society have the role of ownership, major executive and enjoy the benefit. Hence, all these parts have to have a clear understanding of their respective role and have to act accordingly and there has been an amalgamated effort to solve some limitations on their thinking, their capacity, their organization and on the provision of some facilities

Based on this, in the past few years an effort has been made to enhance the capacity of the leadership and hence a continuous training and experience sharing trainings were given to the executive bodies so as to build up their capacity of. In addition, to make the executive body fully accept the change, and then to enable them lead, and fight corruption, to increase their awareness on the government policies and strategies so that they would become successful and believe on productivity in general to enable them work dutifully for the realization of sustainable development and for the realization of good governance (in his thinking, capacity and ability), a training has been given in six rounds for 24314 civil servants (of whom 6625 were females) so as to build up their leadership capacity and to bring about a change on their thinking.

However, even though we begun building developmental work force as a strategy, it is very difficult to say we have achieved a lot in this regard. Nevertheless, both in rural and in urban areas a lot has been done in scaling up best practices and activities to build up development work force and to ensure institutional change. In the last two years, depending on the context/ background of the urban and rural areas, an effort has been made in establishing institutions where the development work force can be trained and can be engaged in and the main agenda of the training were identified as follows:

**In rural areas:**

Expanding and continuing the strategy that has been started

- Increasing income
- Expanding irrigation
- Registering a radical change on basic health services
- Ensuring quality of education
- Natural resource conservation and environmental protection

The developmental work force was successful only in natural resource conservations but we can say that the effort to enhance the irrigation development and then to boost the farmers' income is at its early stage. Thus, it is difficult to say that we have successfully expanded the achievement obtained at one time and in different development fronts.

**In urban areas:**

The training focuses on building the development work force based on the following three main things

- implementing the educational packages and then building a strong army on the educational system
- civil service improvement program and ensuring good governance through the good governance package ,
- Strengthening micro and small scale enterprises by building up model projects, supporting organizations and ensuring conducive political environment. As compared to

what has been achieved in the rural areas, we still need to do a lot so as to consolidate these enterprises.

### **1.5.1.2. Civil service activities**

#### **Reform Programs**

Depending on the Programs forwarded by the ministry of capacity building, the bureau of civil service has been assisting different offices starting from preparing annual plan to offering technical support so that they would be able to implement their Programs based on the plans endorsed by the regional council and by the executive body as well.

To improve the justice system, it has been attempted to build up knowledge and understanding of the civil servants in the justice system so that they would aware of their share on the realization of the development of peace and democracy; the importance of the supremacy of law and that the law is applied in conformity with the constitution and their works would be evaluated by the public so as to ensure transparency and accessibility of the justice system. In addition, training prosecutors and judges based on a new curriculum so that they would implement the already started change can be considered as strength. Besides, these prosecutors and judges have started to see cases using information communication technology (ICT).

Among the reform activities, the great achievement could be the implementation of business process re-engineering (BPR). Thus, based on this new system, different offices have been reorganized so that they would effectively perform their tasks and their administration could be in the interest of the public. In general, it was able to improve institutional work habit, to develop team work spirit for the success of common objective and to strengthen outcome/result oriented thinking. Hence, the beginning of the speedy and productive service delivery is a radical change which is very encouraging to the implementation of the overall activities. Nevertheless, in the civil service a development force that fully accepts the change and that implements productive development activities is not yet fully developed.

The public satisfaction survey indicates that our reform activities had shortcomings and the emphasis given to efficiency was very low. The main reason is instead of ensuring speedy and efficient services to citizens, it was observed that there was no clear distinction between the

development work force and rent seekers. There was also a problem of involving citizens as main characters and as owners of the change simply by calling them as customers/ clients

### **Decentralization program and good governance**

The main objectives of implementing the good governance package are: to run development activities based on plan, to ensure the participation of the public and its organizations on designing and implementing plans, to create common understanding and then to work accordingly, to strengthen the lower government structures, democracy, development structures and to combat rent seeking/corruption among others. Based on this, successful and model kebelles are made independent government partners and are linked with higher government structures. A strong relation has been created among such model kebelles, woredas and the region in designing and implementing integrated plans and in launching sector-branches around the model kebelles. These sector-branches are expected to work based on common principles of the three stakeholders listed above and to give services in one center. Besides, it was also attempted to organize and run activities, to consolidate basic information system in the kebelles, to train and then to assign supportive managers, and then to realize self- rule of the society around its place.

Among the indicators of good governance, the first one is ensuring public participation and as a developmental and democratic government system, it is difficult to imagine about continuing its activities and building democracy without having the common understanding and the consensus of the community. So, the first task must be convincing the community for any activity so that they would be engaged on different activities on their own willing and this situation has already been created.

Public participation is central to ensuring citizens own development and to the success of good governance initiatives in a sustainable way. Hence, efforts have been made to expand democracy and good governance through the participation of the community based organizations (CBOs) and then to make them own the development process, to play the role of main characters in any activity and to feel a sense of responsibility for any development activities. This enabled the community to participate on their own affairs directly or indirectly through their respective

representatives. As a result, the communities have confirmed to play their active role in any development activities by contributing their knowledge and their money as well.

In general, even though the achievements registered on the implementation of good governance package is very encouraging, there are still some agenda which need due attention for the future. These are: kebelles are not implementing plans fully and on time; different sectors found around these kebelles are not working in an integrated way; the kebelles are not led by successful and model farmers; and the governmental structures around the kebelles are not strong enough and hence need to be consolidated. These points were seen as problems to be solved in the future.

### **Information and communication technology**

Governmental network infrastructure has already been introduced in 34 rural woredas and 16 sector offices. Therefore, depending on the network development around woredas, different offices are benefited from the internet, video conferencing and other technology related benefits. In addition, the coverage of local and international network around sector and woreda is 80% and 20% respectively. Using governmental network, application software development data base (DDB) is introduced in seven (7) offices at regional level and in all information centers at woreda level. Similarly, integrated budget administration and government expenditure (IBEX) is launched in 34% government structures and they are doing their duties effectively. The woreda net is also connected with other development networks like school net, Agriculture net, health net and are working in an integrated way. Especially, it was able to expand the good experience of model schools to many other schools using school net in coordination with the woreda net. On the other hand, software that are used out of the governmental communication network are Educational Management Information System (EMIS) 100%; Records of daily activities and food security (PASS) 100%. This can be considered as a success in the expansion and usage of information technology. To make the society use information communication technology (ICT), ICT centers are launched and are giving services at a reasonable price. Similarly, the government and citizens are also benefited from the use of woreda net in the court system.

In the process of implementing the ICT activities, some of the weaknesses were: beyond understanding the technical contribution of this technology, it is not yet properly understood by all the leadership from the top to the bottom that ICT plays a great role on realizing good

governance and on ensuring transparency that all activities cannot be done without the help of ICT. In addition, the demand of ICT that support the Business Process Reengineering is not fulfilled yet. Still another limitation in the use of ICT is, not using the worda net fully and unable to work by introducing applications which are tested at national level and all these shortcomings may limit the use of ICT in different sectors.

## **1.5.2. Economic Development**

### **1.5.2.1. Agriculture and Rural Development**

#### **Crop development**

When we see the overall implementation of agricultural production of our region in the previous strategic plan, in 2004 harvesting season around 1,023,246 ha lands was ploughed and was sown/covered with different crops. In the last 5 years strategic plan 2005/6 - 2008/9, every year an average of 1,229,598 ha Land was ploughed and was covered with different crops. Thus, in 2004/5 harvest season 11.35 million, in 2005/6, 14.9 million, in 2006/7, 17 million, in 2008, 16.4 million, in 2009 19.6 million, in 2010, 34 million quintal was produced. With regard to the usage of agricultural inputs, in the years (2005-2009) 1,059,872 quintal fertilizer, 676,808 quintal higher quality seeds, 1,242 quintal higher quality vegetable seeds were distributed to the farmers. In relation to this, some of the problems encountered were shortage of enterprises which can distribute higher quality seeds to the farmers, not using the agricultural inputs fully, and budget limitation to buy higher quality seeds were among others.

#### **Irrigation development**

In 2004 G.C, 15,045 ha land was irrigated and in the years 2006 – 2009, it was planned to irrigate 210, 000 ha land and out of this at the end of the year 2009, 83,000 ha land or 39.3 % has already been irrigated. Thus, it is not difficult to see how our irrigation development is expanded from year to year. For instance, in 2005, around 18,200 ha, in 2006, 38,180 ha, in 2007, 37,462 ha, in 2008, 40,845 ha has been irrigated. Nevertheless, even though all these data clearly show how our irrigation grows, as compared to the surface and ground water resource we have, still there is a room to expand it more. The main reason why we could not exploit this sector fully was due to shortage of skilled man power and due to financial limitations. When we see the number of farmers engaged in irrigation, it has grown from 159,295 in 2004 to 378,654 in

the year 2009. In this case, the participation of female farmers in this sector is only 21.6% and hence in the future this must be given due attention so as to improve their participation from what have now.

### **Livestock development**

To improve the production of milk, in the last five years (2005-2009) 2,542 hybrids, 6,060 *cows* and 122,140 better local breeds were distributed to the farmers. So, it is estimated that milk production of *cows* breed local cows has grown from 8 $\frac{1}{4}$  litter in 2004 to 11.33 $\frac{1}{4}$  5.84, 1.92 litter per a day. In general, milk production has increased from 140,251 ton milk in 2004 to 221,429 ton milk in 2009. To improve the feeding of livestock, 9.9 billion seedlings of animal food were planted. In addition, around 1757 ha land was covered with different herbs and in the natural resource conservation 8471 ha grass was used for grazing.

To improve the production of honey, modern beehive was introduced to the farmers. Even though it was planned to distribute around 63,000 modern beehives to the farmers, within four years time (2005-2009), it was able to distribute 94,562 (150%) modern beehives. In general, up to now 122,052 modern beehives were distributed to farmers. Hence, when we see the production of honey both using traditional and modern hives, at an average it has grown from 9.8 kg and 23 kg honey in 2004 to 23 and 47kg in 2009 respectively. In general, the overall honey production has increased from 1357 ton in 2004 to 4,264 ton honey in 2009.

With regard to the introduction of better poultry breeds, in 2004, around 20,083 chickens were distributed to the farmers and this number rose to 0.58 million in the year 2009. Similarly, the production of egg in 2004 was 3,336 ton and in the last four years (2005-2009) about 9,569 ton eggs was produced. On the other hand, an effort was also made to improve the production of meat and eventually it has grown from 43,542 ton meat in 2004 to 49,741 ton in 2009. In relation to this, one of the problems which needs due attention is the limitation on the provision of animals' food with enough quantity and quality as well.

In relation to the health of the livestock, in 2004 around 3.2 million domestic animals were vaccinated and 2.7 million animals were treated. In general, from 2005-2009 about 4.5 million domestic animals vaccinated and around 5.5 million were given treatment. In relation to this, one of the problems that occurred was due the inefficiency of the vaccination rendered every year,

the demand of health service could not be mitigated and hence an emphasis should be given to the quality of vaccination service delivery.

### **Natural resource conservation**

Up to 2004, the campaign for soil and water conservation performed on farm land was 834,478 ha and by escalating this to 960,000 ha in the last four years (2005-2008), it was able to increase the coverage to 80%. The coverage of integrated development of rivers in 2004 was 49,819 ha around 938 rivers and based on the activities done in the five years (2005-2009), the coverage has grown into 822,497 ha on 4819 rivers/. Concerning the activities done to strengthen wild life, soil and water conservation, till 2004 it was able to cover around 82,000 ha and in 2002 E.C. around 626,372 ha was covered. Thus, the coverage has grown to 710,372 ha land. In addition, broad and effective activities have been done to rehabilitate natural resources. As a result, the coverage of ground water and forest has increased; the number of wild animals has also grown; and animal food also increased to some extent. This encouraging result was achieved by building the development task force and hence it has to be consolidated. However, even at this time there is deforestation for fuel and other purposes. So, to make these achievements sustainable, it is necessary to work on alternative source of energy.

Up to 2004, 141 million seedlings were planted and in 2005-2009 it was able to plant 1.1 billion seedlings. Concerning forest conservation, up to 2004 the forest covered 190,000 ha was conserved and in 2005-2009 around 700,000 ha land forest was protected. Ultimately, the forest coverage has grown to 936,000 ha. As indicated in the study conducted by Mekelle University due to the long term activities done on natural resource rehabilitation, there is a radical change on land use. Among the studied 51 places it was found that 44 (86.3 %) have shown an improvement in forest coverage and on land use whereas the remaining 7(13.7%) of them have shown a decline on their forest coverage and on land use as well.

### **Household based package**

Based on the 2006 census, the Population projection till the year 2007 shows that 753,103 households live in the rural Tigray and out of this number 604,181 (79.65%) families live below the poverty line and the daily income of the remaining 148,922 (20.35%) families is estimated to be 1 dollar and above. Thus, in the years from 2003 to 2009 by involving around 554,199

households in the family based package they were benefited from trainings, credits and other supports. As a result, 429902 (77.6%) families have reached to the bench mark and above. Among these families, 32 thousand were involved in the resettlement and rehabilitation program.

### **Agricultural Cooperatives**

In 2004, there were 601 basic Cooperatives, 163 Credit and saving cooperatives, but within four years 2005-2008 it was able to organize 2,718 basic Cooperatives, 617 Credit and saving cooperatives and 7 unions. At this time, the number of members organized in all these Cooperatives is 532,687 and the total capital saved by all of these corporations is around 30 million birr. In relation to this, the women's participation and benefit is 26 %.

### **Land administration and utilization**

In the last five years, first and second levels of land ownership certificates were given for 62,279 and for 328,265 farmers respectively. In this case, the main problems encountered were administering the land out of the rules, regulations and proclamations, and lack of modern and systematic land information and documentation.

## **1.5.2.2 Water, mineral and energy resources development**

### **Potable water**

From 2006-2009, the regional government in collaboration with nongovernmental organizations has developed 69 profound wells, 1476 medium wells, 2814 hand wells, and scaling up 579 spring water. Accordingly, the coverage of potable water around urban areas has grown from 50% to 72% and in the rural areas it has risen from 41% to 60%. Nevertheless, this coverage is very low as compared to what has been planned due to two main reasons: implementation inefficiency and shortage of budget allocated to this very basic sector.

### **Irrigation development**

In the past strategic plan, around 81,185 (63.4%) ha land was studied and designed for irrigation. In general, irrigation structures have been prepared to irrigate about 62,714 ha land and 13,605 ha land was structured to develop it with the help of irrigation. In sum, irrigation structures have been built on 76,319 ha and some of the challenges occurred in relation to the expansion of

irrigation were: shortage of contractors to build irrigation structures and unable to complete projects on time based on plan.

### **Mineral resource**

Since 1999, geological map survey has been conducted so as to identify the type, coverage and amount of mineral resources in our region. Up to now, the activities of collecting geological information from 24,780 meter square and consolidating reports have been finalized. The geological map coverage of our region has reached 46.2% and around 850 kg gold is already deposited in the national bank of Ethiopia. In this regard, there were some limitations which need due attention such as fulfilling enough skilled manpower and inspecting equipments and laboratory services among others.

### **Development of energy resources**

In the years 2006-2009, around 89,711 improved and economical biomass stoves like *mirt'* stove were introduced or distributed to 89711 families /448555 individuals/. In addition, by planting 173 bio-gas digesters 850 individuals were benefited. With regard to the use of solar energy in our region 128 solar pvs in schools, 26 pvs in health centers, 18 solar pumps used to pump ground water, 44 solar pvs for telecommunication services, 3 solar pvs in religious places, 59 for electric power generation which benefited around 295 individuals. In general, the sum of solar pvs and solar pumps used for different purposes and in different places is 278 and all of them are rendering services. In addition, by planting 3 wind pumps in two woredas, 4000 people were able to be benefited from it in using clean water by the help of these wind pumps.

### **1.5.2.3. Urban development, trade and industry**

#### **Micro and small scale enterprises**

In our region, since 2001 a lot has been done to eradicate poverty and unemployment in wider context by expanding the micro and small scale enterprises. Thus, the enterprises have grown in number from 49,392 in 2003 to 106,745 in 2009. Among these enterprises, 75,225 of them are found in towns where services are rendered in one center and the remaining 24,727 enterprises are found in growing towns where no single service center is found. When we see the type of sector that these enterprises are engaged in, 6,916 (9.2%) in construction, 10,480(13.9%) in urban agriculture, 10,187(13.5%) in textile and handcrafts, 3,638(4.8%) in metal and wood

works, and 54,191(72%) of them are engaged in trade and services. By supporting and strengthening the micro and small scale enterprises, it was able to create permanent and temporary job opportunities for 193,286 citizens. Among the supports given to these enterprises are: production and market places were given for 30,115 enterprises, a total of 415.62 million birr credit was also given for 88,173 enterprises, and 147,315 members of different small scale enterprises were given trainings on business administration, on skills and techniques and other related issues. In relation to market, 72,538 enterprises are connected with housing development agency, agriculture and rural development bureaus, shades on 381 million worth projects. With regard to the capital transfer of the micro and small scale enterprises, in the last five years 2,073 enterprises have already been transferred from lowest capital they had to a highest capital, 957 from micro to small, and 342 enterprises transferred from small to medium enterprises. In general, even though these enterprises have contributed in creating job opportunities and in economic development, their contribution was not developed like what has been achieved in the natural resource development using the development work force.

### **Investment development**

In addition to the 815 projects licensed in 2005, additional 1,400 new projects were licensed in 2009 and the number of projects has grown into 2,215. Thus, the sector has registered an overall growth of 132%. These new projects have added a 12.8 billion capital investment and the sum of capital investment has grown to 19.4 billion birr. As a result, around 53,894 citizens have already been employed permanently and 154,842 citizens are temporarily employed.

### **Trade development**

In 2005, the number of merchants/ traders in our region was 13,370 and up to 2009 this number has increased to 38,243. In the last five years, 90,699 trade licenses were renewed; 32,304 new licenses were given; and an activity of quality assurance was done for 2,000 enterprises. In relation to this, some of the problems occurred on the merchants sides were: lack of interest to pay tax and lack of awareness/knowledge about modern trade activities.

### **Urban plan development**

Before 2005, a development plan was prepared for 17 towns, an action plan for 30 towns, and a partial plan for 13 towns. Up to 2009, in our region, among the 70 towns which can be leveled as

1st, 2nd, and 3rd town levels; urban development plan was prepared for 25 towns, action plan for 43 towns, and a partial plan for 2 towns. In addition, an action and a partial plan were prepared for 45 rural village centers.

### **Land development, beauty and sanitation of our cities and towns**

In relation to the inherited/old land possessions, a survey was taken place in 27 towns and up to now among the identified 4,122 old possessions only 1,826 were approved and got registered. Concerning the development infrastructure, in 12 towns around 33.09 km asphalt and 194.84 km gravel road was constructed. Similarly, using a budget obtained from donating organizations 27.8 km coble stone and 62.87 km sewer line was constructed. With regard to the removal of trash/garbage, a movement has been started in 2008 and it was planned to remove around 365,922 cubic meter dry garbage, 89,740 truck loads sewage, and to plant around 365,212 seedlings but what was accomplished was 91%, 58.5%, and 89.4% of the plan respectively. Here the limitations occurred were: the very low attention given to the beauty and sanitation of towns and lack of integration of those who are engaged in this kind of activities.

#### **1.5.2.4. Construction, Road and Transport**

##### **Construction**

In the last five years, the main focus, in relation to this sector, was on ensuring a conducive environment for the development of construction so as to create efficient and competitive construction industry. This means supporting the private sectors and consultants materially, financially and on their implementation skill as well. With regard to the development of human resource, different implementation and regulation packages have already been introduced so that both governmental and private sectors would be integrated and would work hand in hand by supporting each other. In addition, activities have been done on the provision and distribution of construction materials especially on the role that Messebo Cement Factory could play on the development of the sector and on the introduction of metal and metal equipments, and on the introduction of other building technologies and other capacity building activities. As a result of the accomplishment of the above activities, the construction sector has been playing a great role in the economic development of our region.

## **Road**

In our region, up to the end of 2009 by constructing the sum of 1357km rural road and 1671 km main roads, it was able to connect all woreda centers with the main roads and with neighboring regions as well. In 2009, the density of road at national level was 43km in 1000 km<sup>2</sup> and the share of 1000 people was 0.57 km but, in our region, the density was 56km in 1000km<sup>2</sup> and 0.69km for 1000 people and hence we can say that our region is in a better situation.

## **Housing development**

The main objectives of the housing development program are: to solve the housing problems of citizens, to build the capacity of the construction sector and to mitigate the problem of unemployment. Based on this, the already started condominium construction program has played a great role in creating job opportunities, in boosting the income of citizens, in strengthening micro and small scale enterprises and in solving the housing problems of the society at large.

To solve the shortage of residence houses in our region, in the last four years it was planned to build 30,115 houses with the loan capital of 1.197 billion birr obtained from the national bank of Ethiopia. However, out of this plan it was successfully accomplished to build 9,624 houses and the remaining are under construction. As a result, this construction sector has created job opportunities for unemployed citizens. The sector has created jobs for 490 micro and small scale enterprises whose members are about 5,799 (14.83% females) individuals and these enterprises were able to be benefited from this job opportunity by organizing themselves in 12 different sectors. Aside from those involved in the micro and small scale enterprises, the sector has also created jobs for 5,895 (25% females) citizens in a contract and permanent basis. In addition, through contractors in the sector around 27,893 (33.46% females) citizens have been employed on a permanent and contractual basis. Similarly, additional new job opportunity was created for 5 consultants to manage and to follow up to 2000 projects.

## **Road Transport**

It is obvious that road transport contributes a lot to develop a nation both economically and socially. In our region, since the service of the road transport is very great, this sector is a means of transport for 99% of those who use modern transport service and for 100% of cargoes.

**Table 3: List of main activities performed from 2006-2009**

S. No.	List of activities	Unit	What was in 2005	Grown in 2009 to
1	New driving license given	Number	22955	23488
2	Renewing driving license	>>	33005	39687
3	Changing driving license	>>	2050	3172
4	Giving copy of driving license	>>	2175	3077
5	Annual vehicles' check up	>>	4755	5641
6	Sudden vehicles' check up	>>	8695	8636
7	New license plate	>>	1568	3773
8	Number of towns benefited from traffic and safety service	>>	12	53
9	Provision of Transport service as per public demand	%	40	60%
10	Number of road lines	>>	120	150
11	Number of bus stations	>>	16	22
12	Number of gas/ filling stations	>>	21	32

Source: Construction, Road and Transport bureau

### **Traffic accidents**

When we see traffic accidents in our region, even if no information was obtained from well studied and well analyzed data, different records show that around 230 people died and over 600 individuals faced light and serious injury and over 10 million birr worth property has been destroyed. It was also indicated that the number of vehicles increased from 8 –10% every year and the number of traffic accidents has also grown from 13–15 %.

In the road transport office, some new activities like new ways of implementation, rules and regulations for example vehicles' safety check up, giving driving license etc are underway by controlling their qualities and by ensuring a speedy but careful activities. If our regulation tasks are done based on the already introduced new traffic accident prevention mechanisms and if the issue is given an appropriate attention and cooperation both by the government and by the society at large, it is possible to mitigate the existing traffic accident record.

#### **1.5.2.5. Technical and Vocational Education and Training (TVET)**

To ensure sustainable economic development, introducing new ways of thinking and creativity, producing skilled manpower, minimizing unemployment, are some of the national policies and strategies which are also the main concerns of TVET. The last 5 years strategic plan was designed to ensure agriculture led industry development, to realize change and development by producing market oriented products, to cultivate efficient, equipped with technology, creative, and confident citizens. To make this plan possible, it was planned to increase the number of training centers to 40 and it was successfully completed by realizing 65% of it. Similarly, it was also planned to enable 40% of those who failed in the grade 10 national exam get a training in TVET so that would help themselves. Accordingly, 134,155 (38.12% of them are females) students took the training in different TVET institutions. As a result, 37.3% of them are employed and 18.12% of them were able to create jobs of their own individually and in their associations/enterprises. In general, around 74,349 youngsters have become self sufficient by freeing themselves from the problem of unemployment.

To strengthen the coverage of TVET, irregular trainings were given and discussions were held with teachers, support staff, leaders, enterprises, and board members on TVET policies and strategies as well as on their skill and efficiency so as to build up their capacity and to increase their understanding on the program. Previously, it was believed that an evaluation for certificate of competency (CoC) is against the interest of teachers but later due to the effort made it was able to change this kind of misunderstanding.

To improve the knowledge and the skill of executive bodies especially that of teachers so that in turn they would ensure the quality of education, evaluation was intensively introduced and also different trainings were given at federal, regional as well as at training center levels. In addition, teachers were made to build up their capacity through experience sharing and through industrial exposure. In an effort made to improve organization and implementation activities, training centers/ institutions and colleges were made to be lead/ administered by a board committee and this helped the institutions to do their activities in an integrated way and also to solve challenges/ problems on time. Since training centers and colleges are organized in a development corridor/cluster, this enables them to help each other and work hand in hand by sharing

experiences and by exchanging materials as well. In our region, over 40 enterprises from 15 big towns were chosen to be quality assurance centers. Based on the plan of transferring quality assurance evaluation from the training centers to other industries and offices that are closely related to the different disciplines, an assessment was started in 8 industries and offices and up to the end of 2009, additional 14 industries and offices have also started the quality assurance evaluation program. In relation to this, in 15 towns of our region, evaluators were recruited and after taking training they already started their evaluation activities.

In addition, instead of merely graduating students, it was started to create attachments or a linkage between graduates and employing organizations, to study the condition they are living in, the change in their lives, their skill, knowledge, their thinking, their ability to create jobs either by organizing themselves or individually and then to use the result of the study as an input for future trainings. To ensure the coverage of systems that grade different professionals, quality assurance and certificate delivery, reference manuals of market demand assessment, survey of micro and small scale enterprises, and an assessment of post training manuals are prepared. Moreover, a study on market demand has been started and the market oriented training disciplines have also been identified and put in order and then the enrollment of trainees is going on accordingly.

In the development corridor of the Humera town, some youngsters were trained in mechanical and in electrical maintenance. Similarly, Shire agricultural college was made to give a special attention to the western part of Tigray. Thus, around 55,340 youngsters were trained in 24 disciplines and 17,780 of them were employed while 10,028 of them were able to create jobs individually or by organizing themselves in groups. In general, one way or the other, around 27,808 (50.24% of the trained ones) teenagers have solved the problem of unemployment. On the other hand, in the southern Tigray development corridor with the center of Michew Technique College, 3 Technique Schools and 2 Colleges together have trained around 59,342 citizens in 33 areas both at regular and at irregular basis. As a result, 22,372 of the trained teenagers are employed 31,095 of them were able to create their own jobs either individually or in group. In general, 90.09% of the trained youngsters specifically 53,467 of them are either employed or created their own jobs.

Generally speaking, it is difficult to say enough has been done in identifying and solving the problems related to teenagers' thinking, skill, knowledge, empowering females, assessing the depth and coverage of post graduation so as to have efficient and adequate information, mitigating unemployment, and on ensuring the quality of the trainings delivered in different centers and institutions.

### **1.5.3. Social services**

#### **1.5.3.1. Education**

##### **Expansion of educational service**

In 2005, the number of primary schools was 1478 but in 2009, around 478 new schools were added and hence the number has grown to 1956. Similarly, in 2005, the number of secondary schools throughout the region was 59 and in 2009 this number has risen to 110 and in sum the number of schools in our region has reached 2066. Due to the increase in the number of primary schools, the average distance that a student used to travel in 2005 was 3.39 km but in 2008 it was mitigated to 2.99kms and the average distance that secondary school students travel is lessen from 16.98kms to 12.43kms. In 2005, grade one children were forced to travel for over 3.39 km but this distance is reduced to an average of 2.95 km and this is a great improvement. However, since this improvement is an average distance, there are still some areas like rural woredas especially in the north-western and western parts of our region where children are traveling for longer distance from home to school. For instance, in Quafta Humera and in Tsegede, children are traveling from home to school for about 7.2 km and 4.8 km, respectively.

The government as well as the public has given a special attention to the expansion of secondary schools in the rural parts of our region. As a result, in 2005 there were only 30 secondary schools in the rural areas but in 2009 the number has grown to 70. Nevertheless, this improvement could not solve the problem fully and this may have its own negative impact on the drop out of students from their schools. Therefore, it has to be underlined that the expansion of secondary schools must and have to be done in line with the provision of qualified teachers and other materials.

### **Classroom situation**

In the construction of schools, the government and the public have contributed a lion's share. However, development partners have also contributed their share. Nevertheless, the construction of most schools is still at its lowest level. Eventually, still there are students who are learning under big trees and inside booth. Thus, to solve this problem the effort that has been taking place by the Tigray Development Association (TDA) and by the public at large is very great. One important point which can be raised in relation to the construction of schools is Potable water. Among the schools found in our region, only 31% of them have access to potable water and this indicates that a lot has to be done to ensure the provision of potable water to all schools. So, for the future it is important to plan and work with the regional water resource office to provide all new schools under construction or to be constructed and the existing schools as well with clean or potable water.

### **Gross Enrollment Rate**

In 2005 the overall participation in primary education was 99.77% but in 2009 it grew up into 102.8 %. When we see the educational participation at junior high school in the year 2005 was 38.77% but in 2009 this figure has grown to 50.21%. Here we can understand that there is a very great improvement in the participation female students. Similarly, the participation in the senior secondary school escalated from 6.6% to 10.25%.

### **Net Enrollment Rate**

This is a kind of educational participation which is concerned with students whose age fits their grade level. Based on this, in 2005 the coverage of active participation at the primary education level was 86.77% and in 2009 the average coverage was 92.54 %. Similarly, the coverage of active participation at the secondary education level in the year 2005 was 12.01 % but in 2009 it has grown to 27.34 %. In addition, the active participation of senior secondary school students (grade 11-12) is 5.28 %. When we see the participation and fairness of primary schools, the result is encouraging except in some western and north western Tigray woredas. Similarly, the gap on the participation of female and male students is significantly narrowed.

### **Quality and efficiency of education**

To ensure the motto of education for all, the regional government has registered a good achievement in realizing this slogan by the year 2008 at all educational levels and places.

Besides, the regional government has made an effort to introduce quality and efficiency of education. However, despite this effort, the quality and efficiency of education is not yet realized unlike the success that has been achieved in the expansion of education. To measure the quality of education, the indicators that are currently used are the combination of teachers' qualification, the teacher-student ratio, class size, and the distribution of text books to students among others. With regard to the teachers' qualification, as indicated in the educational policy or educational standard, the lower elementary school/ first cycle teachers have to be at least TTI graduates; higher elementary school/ second cycle teachers must be at least diploma holders; and in the secondary schools, the teachers have to be degree holders.

In 2005, 90.42 % of the lower elementary school (grades 1-4) teachers were trained as teachers but in 2009 this amount was raised into 97.4 %. Similarly, to teach in the higher elementary schools/ second cycle (grades 5-8), the amounts of trained teachers were 52.4 % and in the year 2009, it has grown to 82.8 %. Therefore, the sum of trained elementary school teachers (grades 1-8) in 2005 was 76.79% and in 2009 the provision of qualified teachers at the elementary level was raised to 91.5%. When we see this provision of high school teachers (grades 9-10) in 2005, it was 25.15% and this amount has grown in to 89.13% in the year 2009.

On the other hand, at elementary level, the average number of students in one class (class size) in 2005 was 52 but in 2009, this class size was minimized to 47. Similarly, the class size at secondary school level in the year 2005 was 57 and in 2009 it was 59. When we come to the teacher-student ratio, at elementary level in 2005 one teacher teaches forty eight students (1:48) and in the same year the teacher-student ratio at the secondary school level was 1:59 but in 2009, the ratio at both elementary and secondary levels was 1:45 and 1:39 respectively. In addition, when we see the distribution of text books at the elementary level in 2005 was one to one but due to the increase of new schools every year, number of students and due to the problem occurred in collecting back the distributed books, shortage of text books has occurred. Thus, to solve the problem of text books, it is important to introduce Cost sharing mechanism so that capable students can buy their own text books from book stores.

### **Educational efficiency**

Educational efficiency is evaluated based on some indicators like the amount of drop out students and those repeating classes. Students' drop out rate was minimized from 10 % to 4.4 % and that of the students repeating was lowered from 3.05 % in 2005 to 3.01 % in 2009 and this is encouraging. Concerning the result of students in the grade ten national exams, in 2005 the number of students who scored 2 point and above was not more than 13.9 % but in 2009 it has grown to 66.65 %. In the same way, there has been an improvement on the students' result in the grade 12 national exam. Among the students who took the grade 12 national exam in 2009, over 42 % of them have scored more than half (above 350) and this indicates that the work done to build the capacity of teachers in the last 5 strategic plan was very great.

### **1.5.3.2 Health**

#### **Expansion of health institutions and health service coverage**

In 2005, there were 14 hospitals, 40 health centers, 611 health posts throughout the region. However, in 2009 due to the movement made to expand basic health services, the number of health centers has increased into 200 and this number is fivefold than it was in 2005. On the other hand, the number of health posts is reduced to 568 due to the fact that some health posts were upgraded to health centers. Similarly, the coverage of health services in our region in 2005 was 75% and in 2009 it increased to 83%.

When we see the ratio between medical doctors and the population, in 2005 it was 1:107000 but in 2009, it reduced to 1:105000. Nevertheless, nurses and health officers are made to be the main human resources in the health services. Hence, the ratio between medical doctors together with health officers and the population in 2009 was 1:16000 and the proportion between health officers and the public in 2005 was 1:65150 and in 2009 it was reduced to 1:20795. On the other hand, the share of nurses in relation hospitalized patients is 1:8 and the proportion of nurses related to the public was 1:3580 and 1:3000 in 2005 and in 2009 respectively. Similarly, the share of midwifery to the public is 1: 8000 mothers.

#### **The coverage of maternal and child care**

As indicated in the study on health and demography conducted in 2005, the number of maternal death related to delivery was 873/ 100000. In relation to this, the services included are: prenatal

service, trained birth assisted delivery, and family planning. In 2005 it was planned to increase the above listed three services into 80%, 60% and 40 % respectively and in the year 2009 the implementation of prenatal service, trained birth assisted delivery, and family planning was 82%, 24% and 62% respectively. Here the very serious issue which is still in its lowest implementation is the trained birth assisted delivery and the main reason is the long-standing tradition of delivering at home and the reluctance of the mothers to deliver in health intuitions. Thus, this critical issue needs to be studied and to be solved urgently. In our region, even if there are 5-15% mothers who would deliver through surgical means, only below 1% are benefited from the service.

**Table 4: vaccination given in the years 1998-2002 E.C**

Vaccination type	Plan	Implementation	Implementation in %
Penta3	91	82	88.04
Chickenpox	92	78	84.7
Full vaccination	90	72	80

Source: Regional Bureau of Health

In the last four years, the vaccination coverage of children could not be improved from 80% and even at times it declines from this amount. Therefore, in the future it is very important to study and then to identify the problems why this coverage could not be expanded more. Studies indicated that diarrhea, sudden respiratory infections and birth related infections of the mother are main causes of child mortality. Accordingly, the impact of these diseases on children is 20%, 26% and 20 % respectively.

### **Malaria prevention**

In our region, 33 weredas which have area coverage of 75% and where 56% of the population lives are susceptible to malaria and hence they are given special attention in relation to this disease. In the last 5 years strategic plan, it was planned to reduce the amount of malaria victims (400,000 people) by half and it was actually reduced by 70 %. As a result, malaria is no longer seen as an epidemic disease anymore. However, even at this time it is very much important to implement the integrated malaria prevention package, the use of mosquito bed nets, the spray of anti-malaria chemicals, early diagnosis and treatment in health institutions and the like.

### Health extension package

The main objectives of health extension packages are community based household health promotion and disease prevention, teaching about the sanitation/hygiene of surrounding and then making the public benefited from health services among others. Thus, the number of households involved in the package in 1998 E.C has increased to 200000 but in 2002 E.C, the number has grown to 700,000/ 75%. In addition, the coverage of toilets in the rural areas has reached 70 % but the utilization 75 %.

### Controlling and preventing of HIV AIDS

In our region, the goal held in 2005 was to reduce the spread of the disease from 4.7 % which was in 2003 to 3 % in 2009 but at this time, reports have indicated that the spread of the virus is reduced to 2.9 in urban areas and to 1.3% in the rural areas. On the other hand, as compared to the coverage achieved at national level (2.3 %), it implies that we still need to do a lot

**Table 5: HIV AIDS test during pregnancy in 2005-2009 E.C due to personal and doctor's initiation**

S. no.	Reasons of testing	2005		%	First 6 months of 2009		%
		Number of customers	Positive results				
1	Personal Initiation	33048	4441	13.4	228,869	4115	1.8
2	Due to doctor's motivation	5655	1563	27.6	253,626	5510	2.2
3	Pregnancy	4493	305	6.8	41,626	749	1.8
	Total	43196	6309	14.6	524,156	10374	5.8

Source: Regional Bureau of Health

### TB and Leprosy

As indicated in a social study, the spread of TB in our region in the year 2009 was 168/100000 victims. TB is the 9<sup>th</sup> killing disease in the region especially for females it is 2<sup>nd</sup> cause of death. When we see the effectiveness of TB treatment, 71-79% of the infected ones were cured and 80-

87 % of the patients took their medicine properly. Similarly, the treatment implementation of leprosy is 90%.

### 1.5.3.3. Women's affair

To develop the political, economic, and social participation of women, gender issue was introduced in different governmental structures. So, Efforts have been undertaken to ensure the overall benefits and participation of women as follows.

#### Political affair

Regional and wereda level Governmental offices have fully included gender issue in their plans, Programs, and projects and when we see their implementation on the main goals, 84 % of them have fully introduced the gender issue in their plans and 70% of these governmental offices have already implemented their plans accordingly. The main reasons why this implementation is low are mainly problems related to attitude and capacity. Besides, there were also other reasons like: not implementing what was planned, not following rules and regulations sent to, no strict and timely follow ups undertaken and no evaluation system was employed, were some problems among others. Therefore, a lot has to be done in the future to strengthen the already introduced gender issue in a sustainable way.

**Table 6: Government employees at regional and wereda level based on qualification and gender in the year 2001 E.C**

S.No.	Rank or profession	Number of staff	% of Females
1	ጥህ	3,925	15.3
2	ሥ	619	39.3
3	ጠዎ	4,034	36.7
4	ደ	4,268	64.4
5	ጸ	953	16.4
6	ገ	3,982	37.8
7	Teachers	27,626	33.9
8	Health officers	5,859	57.1
9	Agricultural experts	4,072	13.6

S.No.	Rank or profession	Number of staff	% of Females
10	Prosecutors	222	26.6
11	Judges	234	18.4
12	police	4,267	12.7
13	Officials	1,185	12.7
	Total	61,246	33.8

Source: Bureau of Women's Affair

As can be seen in the above table 6 above, women's participation in governmental offices is in sum 33.8%. However, the participation of women in higher positions is still very low and needs to be improved. Training was given to build the capacity of women representatives at the regional, at woreda and at kebele councils and the number of these representatives at the end of 2009 was 48%, 49.1%, 47.5% for the regional, woreda, and kebele councils respectively. Here the main problem could be the low number of women in the cabinet as well as in the different councils and the main reason for this was that despite the limited movement made, there were no capacity building activities done at all levels. Thus, in the next plan it is very essential to widen and strengthen the capacity of women.

### **Economic affair**

To develop the economic capacity of women, it was planned to benefit them from 50% credit and they have been encouraged to take as much loan as they can without any fear. Hence, an effort has been made to convince and to motivate around 725,239 rural women and 209,869 urban women so that they would get the benefit of credit. As a result, by involving 21.4% in agricultural package, 41.6 in regular, 59.9% in urban package, and a total of 26.6% have been benefited from the credit they took from Dedit Micro Finance and 98% of them have paid their credits on time. Here, the problem could be, even if there was an improvement in taking a substantial amount of credit on the women's side, it still needs much attention and should be work on with a great emphasis.

Similarly, it was planned to support the women led household based agricultural package, to bring about attitudinal change, to increase women's participation from 24% to 30%. When we

come to the implementation, 725,239 women were repeatedly encouraged to be benefited from the agricultural package. Therefore, up 2008, 24% and in the first half of the year 2009, 28.7% women were involved in the package and benefited from it. Especially, up to the end of 2009, 23%, 25.3% of women were benefited from irrigation and social work cooperatives respectively. On the other hand, though it was attempted to instigate and to convince women so as to be benefited from the family based package, the effort was not as such successful in increasing the number of beneficiaries in the package and hence this needs further attention and effort for the future.

In the urban areas, it was planned to involve 51% of the women in micro and small scale trade enterprises and then an effort was made to encourage and to convince around 257, 564 women so that they would be benefited from the enterprises. Thus, 42% of the women were involved and benefited from the enterprises (see the details in the table below). As to why the implementation was low, there are many reasons such as lack of integration among the different bodies and structures of women's affairs from region to woreda level particularly in the years 2005 and 2006, lack of result assessment, lack of follow up to the organized women etc. Therefore, a lot has to be done to solve the above listed challenges for the future.

**Table 7: women's participation in micro and small scale trade enterprises**

s. No	Type of activity	Beneficiaries			Female beneficiaries in %
		Females	Males	Total	
1	New trainings	71,851	93,731	165,582	43.39
2	Offering credits	42,885	42,111	84,995	50.46
3	Strengthening micro and small scale trade enterprises	88,845	117,568	206,413	43.04
4	Support and follow up	100,841	98,455	199,296	50.60
5	Market linkage	15,774	68,368	84,142	18.75
6	Work and market places	5,008	20,286	25,294	19.80
7	Creating new job opportunities	62,050	96,509	158,559	39.13

8	Trade service	1,671	2,080	3,751	44.55
9	Total	388,925	539,108	928,032	42

Source: Women's Affairs bureau

Similarly, the government made an effort to increase the benefit of women in getting condominium and in owning their share of properties. Thus, 20 % of the condominium was given only to women and they were also given a chance to compete for the remaining 80% like any other citizen. In general, due to the wide encouragement and support given to women, they were able to be benefited 40% in all towns of our region and 39.65% in Mekelle city.

### **Social affair**

The drop out of female students in the grades 1<sup>st</sup> – 8<sup>th</sup> was reduced from 7% to 3.56%. Besides, to scale up the participation of female students in education, the main obstacles were studied and then training was given to 1,480 teachers, 3,700, parents and teachers union, 7,000 students and parents to raise their awareness on the issue. The training was given at regional, woreda and at kebele levels in collaboration with the regional education bureau. Generally, the awareness creation training was given for 382,995 fractions of the society.

When we see the participation of women in different leadership positions, in grades 1<sup>st</sup> -8<sup>th</sup> there are 12% school directors, 39.11% unit leaders, 45.5% monitors, 45.99% department member women. Similarly, in the grades 9<sup>th</sup> -12<sup>th</sup>, there are 2.38% school directors, 19.9% unit leaders, 51% monitors, 24.69% department members are women. In the same way, the overall participation of women in the teaching profession is 36.57%. In other words, 36.57% of the teachers are women and when we see their qualification, 46.6% certificate, 32.56% diploma, and 15.87% of them are degree holders. However, there is no masters' holder women at all and this indicates the need of an integrated capacity building endeavor so as to improve the very low women's participation in higher educational levels.

A lot of activities have also been done on the plan to mitigate harmful practices that happened to women, to create awareness about HIV AIDS and then to bring about behavioral change. When we come to the specific implementation results, 45,653 women have checked their bloods for HIV AIDS and 103,047 women were benefited from the integrated health package. With regard to the harmful practices, there is an improvement from time to time due to the activities done on

creating awareness among the society. Before 2007, the level of harmful practices such as under age marriage, abduction, female genital mutilation, etc was 52.4% but at the end of 2007 different awareness raising activities were done and hence it was able to reduce the level of the harmful practices to 33.63%. So, though this change is encouraging, we still need to do a lot to solve the problem fully and rapidly.

#### **1.5.3.4 Youth, sport and social affairs**

In order to develop the socio-economic status of the youth, around 350,000 were organized in different clubs, associations, federations, leagues, and in different micro and small scale enterprises. By participating around 850 thousand rural and urban youths in different workshops and conferences, it was able to raise their understanding and to bring about attitudinal changes. In addition, 115 youth centers are built and are giving services to the youngsters.

#### **The development and expansion of society based sport**

In implementing the plans of the last four years, we have consolidated our effort to realize: the society based sport, better organization than ever before, the implementation of wide range capacity building activities and so on. In addition, the B.P.R. is fully implemented after conducting extensive study and trainings and the participation of the society particularly that of the youth has been increased by preparing different types of sport competitions. Besides, Woredas have strengthened their participation and their implementation capacity from time to time. In addition, sport festivals which involve all traditional sport games have been prepared and this helped our society to increase their understanding on sport activities and to improve the rank of our region in the national sport competitions. In relation to this, from the national sport races, fruitful and competent sport men and women of our region are produced and these individuals or teams are participating at continental and international sport games. As a result, one athletics center is launched in Maichew town and in other urban and rural woredas 26 new foot ball fields, 13 concrete and 11 soil sport fields were built and are giving services. Moreover, sport organizations have also been consolidated. Thus, we have one sport council at regional level and another 46 sport councils are established at woreda level.

### **Social protection and ensuring social security**

Several activities have been done on protecting social problems, rehabilitation, and on developing the capacity of social organizations. Therefore, in the last five years, 81 associations of disabled citizens, and 38 associations of old people were established. Similarly, 46, and 317 children's right committees were also established at woreda and at kebele levels respectively. In addition, 964 school clubs on children's right and 472 community care collision were also launched and strengthened and all these associations, committees and collisions have been playing a great role in mitigating social problems related to human rights. As a result, citizens who had social problems were able to be engaged in development activities and were liberated from poverty. Moreover, 22, 815 children were supported to pursue their education and around 160, 678 citizens who were in a very difficult situation are made to be engaged in development activities and are helping themselves as a result of the support obtained from social organizations, nongovernmental aid organizations, and the government as well.

### **Work attachments and ensuring industrial peace**

Training was given to 25,447 executive bodies, to raise their awareness on the proclamations, rules and regulations about the relationship between the employer and employees so as to ensure the peace of industries. As a result, 74 associations of both the workers and the employer are already establish and to strengthen their relationship 36 institutional safety and 271 reconciliation committees were also launched and these committees have contributed a lot in consolidating the relationship and in increasing productivity of the industries. An effort was also made to disseminate information about job opportunities and human resource so to create a link between unemployed citizens and employing industries or organizations. As a result around 113,877 unemployed citizens have been registered and 14,452 of them were employed in governmental and nongovernmental organizations. So, around 2,500 citizens were benefited from the information disseminated and 16, 871 unemployed individuals were able to get jobs and are now helping themselves.

## **1.5.4. Justice, security and administration**

### **1.5.4.1. Justice system**

In the last strategic plan especially after the introduction of the business process re-engineering (BPR), orientation and trainings were given to regional and woreda level civil servants and leaderships so as to create common understanding and then to support and strengthen the ordinary staff in this sector. In this case, even if there was an improvement both in the skill and attitude of civil servants, the change was not as big as it was expected to be and still there are some problems which are yet solved.

An effort was also made to integrate the task of prosecution and charges into one and this helps to speed up the justice system from 60% which was in 1998 E.C to 99.50%. This result was realized due to the work done both by the prosecutors and the inspection body in an integrated way. Thus, due to this collective effort, records which were documented for further scrutiny were removed and charges which were to be closed due to lack of evidence were seen together for the second time before they were closed. Eventually, the quality problems were solved from 11.7% in 1998 E.C to 0% in 2002 E.C. Nevertheless, there are no laboratory equipments which are very important in the process of prosecution and this negatively affects the speed of the justice system in our region because some evidences have to be sent to the federal police office in Addis and this takes its own time to get the results back from Addis Ababa. Therefore, it is pretty obvious that the aforementioned limitation has its own effect on the efficiency and on the quality of the justice system.

The implementation of the direct crime charges is very encouraging and exemplary one and direct crime charges have greatly reduced from 1999 E.C to 2002 E.C. for example, in 1999 E.C the number of charge files was 27,488 but in 2001 E.C it was reduced to 21,895. When we see the speed, it has grown from 91.93% in 1998 E.C to an average of 95.08% and the winning capacity has been raised from 83.08% in 1998 E.C to 97.63%. So, this indicates that there is a great improvement in the speed and quality of the direct crime charges. With regard to the entertainment of accusation, in the years 1999-2002 E.C the number of charges entertained was 8,633, 3,457, 2,950, and 3,566 respectively. All of the charges were properly solved on time.

Different proclamations, rules, directives were designed and were endorsed in the regional council and many concerned parts of the society were also participated in the endorsement of the rules and regulation designed. In this regard, despite the good start of designing the rules and

regulations, there should have been a comprehensive study on the sector before the rules were designed. So, to improve the quality of the rules and regulations, attention should be given to the wide participation of the public and low performing capacity of the professionals. Based on the plan of creating awareness among our society about the basic rules and regulation of our country in general and our region in particular, different media overages and face to face teaching were used as means of creating better understanding on the different laws. However, the absence of pertinent body that monitors and teaches the law so as to raise the awareness of the society on the different rules and regulations in all woredas was one of the problems encountered in this sector.

The other activity performed was related to treaty and documentation. In the past strategic plan several deals were entertained and a great amount of revenue was obtained. It was planned to entertain treat related cases within 5-30 minutes depending on the difficulty of the deals. Therefore, based on this standard, the implementation has grown from 85% in 2005 to 98% in 2009. As indicated in the table below, since some treaties and documentations are entertained in different structures, there was a decline in the number of cases and in the amount of the income collected from this sector. Nevertheless, the main problems are not yet solved due to some problems related to implementation and organization. Besides, the activities done are not based on the BPR recommendation for it is not yet implemented in the sector and this affects the efficiency of the sector. Moreover, the treaty and documentation service given in different woredas is not as such efficient and productive because of the fact that there is no human power assigned to deal with this issue. The task is done by the prosecutors in addition to regular activities.

**Table 8: The number of cases entertained and the amount of income collected in 2006-2009**

year	Cases entertained	Income obtained	Remark
1999	36,598	6,611,284.19	
2000	32,974	4,544,374.75	
2001	5727	198488.75	Excluding woredas
2002	11,270	2,735,254.67	

Source: Office of Justice and Security.

Concerning the activities of rehabilitating prisoners, in the years 2007-2009 it is indicated that the number of prisoners is declining. For instance, the number of prisoners in 2007 was 10148 and in 2008 it was reduced to 8971 simply because some light crimes are solved through

negotiation. In addition, some suspected criminals who were given an appointment are made to stay in resting places and this reduces the number of prisoners in different detention centers. On the other hand, from 2006 to 2009, over 2000 prisoners were made to attend their education and the number prisoners who were given technical and vocational training in the years 2006 and 2009 were 2231 and 4561 respectively. Many prisoners are benefited from the training they got in their prison period. They are equipped with different skills and became productive. In relation to the justice service and counseling, prisoners were made to regret on what they did and then to bring about behavioral change so that they would not commit any kind of crime for the future. As a result, from 2006 to 2009, amnesties were given for over 5468 prisoners and were released from prison accordingly. Despite the above beginnings, the following are among the limitations occurred in the sector.

The amnesty was not given based on a thorough study and evidences and this affects its quality.

- Not organizing prisoners who completed their training and not helping them to get jobs based on the skills they got from the training.
- Not expanding the good practices to all detention centers.
- Lack of continuity in giving amnesty were some of the problems among others.

## **1.5.5 Political affairs**

### **1.5.5.1 Public relation affairs**

There was a plan to actively participate the public in the economic, social and political issues through print and electronic media, conferences and other face to face discussions etc so as to instigate them and then to convince them on the government policies and strategies. Thus, by creating a face to face discussion it was able to make the society evaluate and comment on different Programs and plans and by that the society played a great role in the process of building good governance in our region. As a result, by preparing drafts for discussion we were able to arrange conferences in which 2, 087,042 participated every year.

This helped the public to evaluate the performance of programs and receive answers to whatever questions they ask and makes the programs to be transparent and participatory. In addition, the public in the forums prepared was made to deal about quality education, agricultural

development, health package, environmental protection, micro and small scale enterprises etc and develop the right attitude.

The operational system of selected wide developmental programs and good governance were held as major tasks. As a result, those that are effective in their performances were selected so as to prepare documentary programs to be broadcasted. Experience sharing tours were prepared in the levels of zones, woredas and kebelles. The experience sharing methods practiced, for they are not as such enough, new methods that are convenient to the environment and participatory are going to be implemented.

To make the government's programs to be familiar to the public and increase the participation of the public, they were printed in newspapers, booklet, journals, brochures, posters. For example, 960,955 copies of **Mekalih Tigray** in its 168 edition, 140,000 copies of booklets in 42<sup>nd</sup> edition, 570,320 copies of broacher were disseminated to readers. Efforts were made to help the content of the printed media to be communicative by providing evaluation and trainings. 3 year books were composed about the major operations of the socioeconomic activities of the government in order to be ready for those who want to refer the document. In general, the use of the print media to convince and mobilize the public and to exchange good practices has grown from time to time. Especially, the print media contributed a lot in creating awareness among the society about the government policies and strategies. However, the print media has its own quality and content problems due to limited capacity. In addition, its coverage is also limited as compared to the plan it was expected to reach the number of readers and hence this needs further effort in the future.

And concerning the electronic media, after the federal media agency handed over the Tigrigna television program to the bureau of public and government relation, the regional bureau trained skilled manpower and furnished necessary equipments. Hence, from 2007-2008 first a 30 minute and later a full hour program has been transmitted without any interruption. Using, the Dimtsi Woyane Tigray (local radio station) messages of development issues of best experience has been broad casted a full hour program weekly to those who have no the access of television. Besides to the radio broadcasting, best developmental experiences and achievements are made to be transmitted in park television to enable the farmers gain experiences. But, in here to avoid the problems faced in this area attention has to be given.

Generally, making the public-governmental relation rapid and effective by being an active agent in the works of public and governmental relation. Moreover, though the effect may not be as intended a lot has been done in creating vanguards which actively involved in main issues of the region and building the image of the region. A great deal of activities has been done in creating awareness on government policy and strategy, making the people to take part in accomplishing programs actively and relating the public and government. In the works of electronics and printed medias issues on women's beneficiary, areas (people) that need special attention, harmful traditions and HIV/AIDS, demographic issues and environment are incorporated in different topics and contents to increase the awareness of the public.

## **Part Two**

### **2. Opportunities and Challenges**

#### **2.1 Opportunities**

##### **The Existence of Clear and enabling Policies and Strategies**

In the previous years, various developmental, peace and democratic strategies have been prepared and by organizing vast forums the strategies are made to be criticized (commented) by the people and developmental partners. In the discussion, the people of the region including representatives of the oppositional parties accepted and assured that the strategies are clear and

applicable. As the strategies are derived from the past experiences, the discussants of the forums have indicated that the strategies would bring fast development. In all parts of the region, the developmental, peace and democratic strategies are made to be taken as serious matters and are converted into practice. And in the upcoming years, suitable atmosphere will be created to strengthen the strategies and implement them fully. Hence, the presence of middle term plans which are considered as a foundation stone for the fulfillment of the strategies in our region is a great opportunity.

### **Decentralized Administrative System**

As stated by law, in Tigray region there is a clear power distribution between the Woreda administration and Regional administration. The Woredas have the autonomy to administrate their own manpower and to utilize their allocated finance based on the real situations of their administrative areas. So, currently there is an opportunity for the Woredas to carry on various developmental activities that benefits the people.

### **The Presence of EFORT Plants**

The EFORT plants which are found in Tigray region play a significant role in creating conducive atmosphere for investment, technological transformation, obtaining foreign currency, improving regional income and stabilizing the market. For the future, by strengthening their capacity the plants will undergo the stated and other relevant roles. Therefore, the existence of these plants in the region is an asset as they foster different developmental activities.

### **Infrastructures**

Tigray owns three standardized Air Ports that are located in Mekelle, Axum and Humera. The Air Transportation of the region then assists in increasing the number of visitors who come to visit the natural topography, cultural and historical heritages and other tourist attractions of the region. Moreover, it is believed that the air ports can also have positive impact in facilitating the regional investment.

As far as the road distribution of the region is concerned, in the last ten years over 3023 km of rural and main roads had been constructed and made ready for service. The roads enabled all the Woreda main towns to come across or communicate to each other. Roads which link the Woreda

main towns throughout the year were completely finalized in 230 localities and there is a plan to construct similar all weather roads in the rest 480 localities .The rural roads contribute a lot in fostering the developmental activities of the region.

In our region, a great deal of electric services has been performing under the Universal Electrification Project. Based on the project, up until 2009, 197 large towns and localities became electricity beneficiaries until 2009 over 121953 rural and urban households benefited from the project. Currently, as there are many hydroelectric projects which are finalized and ready to be operational, the Western Zone of the region, most towns and kebelles will be electricity beneficiaries.

In the next five years, the government will continue reinforcing, constructing and developing hydroelectric powers. The development of the hydroelectric powers will assist the people of the region to reduce destroying or cutting fire woods for power consumption and this in turn gives a paramount importance for natural conversation of the region. By saving the time they used to spend to gather fire woods, therefore, the people are expected to alleviate productivity.From 2007 to 2010, under a larger project which entitled as next generation network, the Ethiopian Telecommunication Corporation (ETC) has designed nine subprojects by the expense of 1.5 billion \$ to attain the accessibility of telephone service at national level. This nationwide program has been attained in the large towns which are located along the main roads, zonal centers and trade areas of the region. Moreover, the distribution of telecommunication is on the way to reach to Woreda, Sub–Woreda and in areas where agricultural investments and tourism are carried out. In the upcoming years, the main target is to see the accomplishment of the enterprise or role of the next generation network telecommunication program.

Various governmental and private banks and insurance companies have become operational in many Woredas of the Tigray region. The opening of these organizations created conducive situation for investment and enhancement of different developmental activities as they are rendering credit and loan services. In rural and urban parts of our region, Dedebit Micro Finance is playing pivotal role in creating job opportunity and poverty reduction, hence; Dedebit can be taken as a great developmental asset of the region.

The expansion of education and health sectors plays a significant role in equipping the people with desired knowledge and caring of their health. So, these organizations are producing knowledge equipped and healthy people that actively participate in the overall development of the region. Generally, great achievements have been accomplished in the distribution of infrastructures in most part of the region. And it is believed that the infrastructures distributed so far will foster the socio-economic development of the region.

### **Agriculture and Natural Resources**

Tigray region possesses an ecosystem which is favorable for producing different crops, fruits and animal husbandry. There is a suitable agro-ecological condition to produce Gum-trees, and Arabic-gums in vast areas of western zone and Abergele (Yechila). If endeavors are made to produce these resources, they can be helpful to earn foreign currency and they can also be the base to assure food security for the local farmers.

In spite of the presence of enormous stock animal resources in our region, the product obtained from the animals is the least. So, by providing the necessary support, it would be possible to increase the productivity of the animal resources and this could be an opportunity to get profit.

The Eastern, Western, Central zones and some parts of Southern zone of the region are fertile lands for honey production. Hence, by exerting maximum effort to produce honey, the local farmers can get cash income and this in turn enables the farmers to assure food security. In addition to assuring food security, the honey production can also be helpful to earn foreign currency.

### **Water Resources**

#### **Ground Water**

According to the geological map of Tigray, Alamata and its surroundings Mokoni corridor, Mekelle, Mai-Kadra, Bereket, Rawyan, Turky, Shigeli, Rubas, from Adebay up to Adigeshu, Tekeze areas and Sheraro are sites which have rich ground water. Badime and its surroundings, Waldiba, Ramma Axum-Shire line, Guya, Haiki-Meshal, Wukro-Tsigereda line are also other

sites which have moderate ground water. This ground water is then a natural virtue that can be used for irrigation and potable water production in the region.

### **Rain water**

When the amount of annual rainfall of the region is considered, most parts of Western and Northern West get high amount of rainfall that ranges from 900mm to 1800mm. As data indicates, the Northern, Western and Northwest zones, some parts of Southwestern and Southern edge areas the ones which have moderate annual rainfall. So, in the Woredas that have relatively high and moderate amount of annual rainfall, it is possible to increase the agricultural production by supplying necessary inputs like fertilizers and selected seeds.

### **Surface Water**

By diverting streams or rivers and draining them into large wells, it would be possible to harvest water and use it for different agricultural purposes. For instances, the Tekeze vicinity, from Emba-Madre (TK-7) up to Sheraro vicinity (TK-8), Siluh, Genfel, Mai-Gaba, Hashenge, Tekeze dump, Adwa dump and Dengolat dump are good models that witness the possibility of alleviating agricultural products by harvesting the surface water in the region.

### **Tourism Resources**

The landscape and the availability of historical places, cultural and historical heritages old mosques and monolithic churches make Tigray to be a favorable state for tourism. Historical places are found in Axum and Adwa. Various monolithic churches are situated in Wukro and its vicinity, Saesie-Tsaeda-Emba, Atsbi-Wenberta, Gere-Alta and Hawziyen and its surroundings. The old and historical mosque of Nejashi is also located in Wukro. The large and recently inaugurated Tekeze dump has a great importance for ecotourism. However, although tourists come to visit the stated tourist attractions from different parts of the globe, the income obtained is not satisfactory due to insufficiency of infrastructures like modern transportation and hotels. Moreover, as the advertizing made to introduce the tourist attractions is meager the tourists who come to visit are small in number.

## **Minerals**

Different minerals occur in Tigray region. Minerals like gold in many areas of Central and Northern zones, gypsum in Eastern and Hawziyen vicinity, limestone in lower Adiyabo vicinity and Worea are available. There are also a great deal of construction materials such as stones and sand in many parts of the region. Some of the minerals are being mined by artisanal miners and others are under investigation.

## **Availability of Sufficient Man Power**

It is obvious that capital, man power and land are the three things needed to realize development. But, considering the reality of our region, the governmental strategy underlined that land and man power are the virtues used for development. Hence, to achieve the goals of GTP in the coming years, human resource is taken as great value. To utilize the human resources found in our region properly, short and long term trainings, educational opportunities have been given widely and for the future the government will continue providing such trainings extensively.

## **2.2 Development challenges**

### **Low Implementation Capacity**

In different governmental sectors of our region, limitation in executing various tasks satisfactorily is vividly observed. In the upcoming years, therefore, special focus will be given to capacity building in order to minimize this problem.

### **HIV/AIDS**

It has been long, since HIV/AIDS became the threat of development in the region. Many activities have been done to stop the prevalence of the disease. And unless governmental and societal endeavors are made to minimize its prevalence, the risk of HIV/AIDS will probably be high.

### **Backward Ideas and Practices**

Most people of our region are not free from back ward ideas, habits and cultures. The spirit of dependency still exists. Most people are spendthrifts. Lavish ceremonies are conducted to commemorate dead persons and Saints. In religious and cultural festivities, the people expend

their resources unwisely and wastefully. Prohibiting oneself from performing agriculture tasks to honor Saints, having less awareness in gender equality, extended family, using out dated plough and harvesting system, less creativity and poor working spirits are but some example problems widely observed in the region.

### **Frequent Drought**

Drought is caused by lack and shortage of rain, inconsistency of rain and uneven distribution of rain. Previously, the drought that appeared in our region had been happening ones in ten years. Currently, however, the drought appears in lesser years.

### **Environmental Degradation**

This threat includes both soil erosion and deforestation. Deforestation is directly linked with poverty and it is caused due to the incapability to provide different technological devices like modern and economical stoves and biogas in a way they change the lives of the people. On the other hand, poor and absence of land management plan is one of the factors that aggravate soil erosion. Generally, the decrease of soil fertility, the increase of environmental warming, ground water reduction, the expensiveness of the cost of fire woods and the like are the main causes of environmental destruction.

### **Problems obstructing the implementation of good governance systems fully**

There are various manifestations of this problem. Due to the gap of the law of rural land management, many farmers spend their time in accusing one another instead of working and increase production. Moreover, people complain for their legal charges are delayed and the failure to give response or solutions on time. Besides, as the local judges have no salary, they are less interested to give timely judgment for the legal charges as a result the people are forced to visit frequently still they hear the verdict. In towns (cities) the forum discussants indicated problems of unjust and rent seeking in relation to the tax fixation. And to greater extent, the failure to implement the government policies and strategies, unable to take corrective measures when problems are encountered and poor monitoring system are the main short comings.

## **Unemployment**

There are many unemployed people in rural and urban of the region. The threat of unemployment is aggravated by those, mostly the young, who abandon their rural residences and farming to seek job or daily work in urban. To solve the problem of unemployment, the government is doing two things. First, by assisting and creating conducive atmosphere for investment, the government is doing its best level to attract investors in order to enlarge job opportunities. Second, various trainings that help to improve the skill and change the attitudes of the unemployed people have been given. After training, the unemployed are organized and commenced to run macro and small scale enterprises. Despite the fact that some people favor to be engaged in governmental sectors, most lives of the organized people have been changed for the better.

## **Shortage of Housing in Towns**

Starting from the past years up to the present time, government is doing its best level to minimize the problem of housing in the large towns by distributing plots of land for building houses to those who fulfill the necessary requirements encouraging investors to invest in house construction for rent by taking lands in lease and building condominium houses which are to be paid in long period of time. Based on this, in our region in the last four years to minimize housing problem in different towns of Tigray, the regional government planned to build 30,115 houses but only 9624 houses were built. From the 9624 houses 1770 of them have been distributed to those who won the lottery. And presently, many condominium houses are being built and on the way to be finalized. As housing problem is intensive and deep rooted, it would not be possible to solve in short period of time by the sole effort of the government. There are certain mechanisms, however, which are intended to be implemented. Searching and introducing technological solutions that go in line with the economic status of the society, distributing lands for those who construct houses in group, encouraging investors to construct houses for rent, participating the people in housing matters, prevailing transparency and curbing corruption and rent seeking spirits in housing and related activities by check and balance mechanisms are some of the ways.

### **Population over growth**

When the population growth exceeds economic development, population becomes a threat for development. That is way, the population of our region considered as a challenge for development. This threat comes in touch with various sectors but in our region there is a problem of correlating the population policy with other development plans.

### **Gender Inequality**

It is observed that different cultural and religious practices prohibit women from performing activities on the base of their beliefs, wishes and interests. Moreover, as women are busy in doing both the house hold chores and external tasks, they have lesser time to take part in politics, socioeconomic affairs and cultural contexts. Directly or indirectly this challenge comes in touch with various developmental sectors, hence, in designing the regional plans it is mandatory to include issues or points that encourage women's participation in various sectors.

## **Part Three**

### **3. Plan of the Next Five Years (2010/11-2014/15)**

#### **3.1 The basis of the Plan**

**The following are the basis for the GTP**

- The next five years GTP is designed based on the evaluation of the last four years (2006/07-2009/10) plan /identify major results faced challenges/
- The millennium development goals and objectives are taken as basis.

- The vision statement that the regional state of Tigray set to be achieved in 2024/25 is also another basis of GTP plan.

### **The Vision of Tigray Regional State**

To see people who have better lives, education opportunity and advanced technology; establish participatory democracy, prevailed peaceful and good governance; bring about competent and middle income society in the region.

### **3.2 Mission statement**

- Convert the human and natural resources of the region into successful and rapid development
- .Assure peace and tranquility by respecting human and democratic rights of citizens.
- Providing education and health services to all citizens.
- Enforce the economic, social political and human rights that are consent by the constitution.

### **3.3 Regional Directions**

It is clear that the regional government has to develop directions on the one hand that help to maintain the already registered achievements during the past years, on the other hand looking to reach at high level of achievements. Hence, the regional government has developed the following four basic directions to be implemented by all government institutions at all levels.

- One of the basic directions is to assess and correct the short comings of the establishment of development work forces of agricultural sector and then establishment of similar development work force in the other sectors at all levels.
- Implementing the national GTP by relating with the reality of Tigray region, and utilizing all opportunities that the national GTP creates for achieving the objectives set in the regional GTP is the second basic direction to be implemented by all sectors.
- The third basic direction is that in addition to improving the capacity of the existing leadership, the system of replacement will continually be implemented by nominating,

upgrading their skills of management and establishing the capacity of those who have proven to be new members of administration bodies. At all levels.

- The fourth basic direction addresses the strengthening of participation of the public in all government activities. Every government agencies are responsible to creating conducive environment for the public to participate in the evaluation of the intended development achievements and good governance tasks. By preparing large forums and meetings in an organized way, the people will be able to take part starting from the planning phase up the completion phase of development programs

To achieve the major objectives, goals and strategic directions stated in the regional GTP collecting additional resources is very important task given to every government bodies and this can be realized by:

- Promoting cost effective utilization of the resources allotted by the regional government.
- By communicating with support donation agencies trying to obtain additional resources and then utilizing it for the intended purpose and reporting on time.
- Creating favorable conditions that help the population to develop saving culture and to participate in the region's development activities.
- The people's labour is the decisive force in maintaining development of the region. Hence, when preparing the plan, it is important to identify tasks that are going to be implemented by the people's labour after reaching with them at common understanding.

### **3.4 Pillar Strategies**

By achieving rapid, fair and sustainable development, the next five years plan of growth and transformation of Tigray region is expected to bring change in the overall economic structure. To achieve this, the following pillar strategies are identified.

### **Ensuring Rapid, Sustainable and equitable Economic growth**

The development successes registered in the last five years will be maintained and strengthened the next five years and as a result the people will benefit more and improve their living conditions. Moreover, the development achievements will contribute to the eradication of extreme hunger and poverty, which was deeply rooted in the region. Like the previous years, by increasing the productivity land, agriculture will continue to be the basic source of economic development in the next five years.

### **Agriculture Continues to be the Main Source of Economic Growth**

The achievements and experiences gained in agriculture during the last five years will be taken as necessary inputs to strengthen the agricultural strategy in the coming years. Based on the previous improvements and experiences, farmers are going to intensify producing market oriented crops (cash crops) extensively and this in turn makes agriculture to score rapid development every year. Rapid growth in agriculture sector will play significant role to achieve food security at all levels, decreasing inflation and overcoming shortage of foreign currency.

### **Strengthening the Industrial Sector to Play a Key Role in Economic Development**

By attaining rapid industrial development in the region, then gradually industry will become the basis for the regions overall development, it will play its own role in overcoming shortage of foreign currency, creating additional employment opportunities. In the same way, special focus will be given to micro and small scale enterprises as they are very crucial to create job opportunity and facilitate urban development and finally sources of growth and new investors.

### **Expanding Coverage of Different Infrastructures and Improving their Qualities**

Despite the fact that high capital was allotted for the development of infrastructures, the intended effects were not achieved. Hence, by allocating additional investment and solving the quality problems encountered, efforts will be made to bring about the desired changes in the sector..

### **Improving the Access and Quality of Social Development**

By strengthening the promising achievements gained in education and training, services and improving quality of education, efforts will be made to increase the participation rate of children and especially of females. Moreover, based on evaluation results of the program of improving quality of education, additional measures will be taken to achieve the intended standard of education.

As far as expanding and improving the quality of health service is concerned, attempts will be made to better the quality of basic health services by controlling diseases and encouraging participation of all development actors in the sector.

### **Improving Good Governance and Capacity Building**

To achieve rapid development in the region, enhancing the implementation capability of government institutions at all levels is a primary concern of the regional government. To improve the implementation capability of the administrative bodies at different levels, various strategies, programs and reforms have been developed and from their implementation encouraging results have been achieved. Hence, the implementation of the reform programs will continue in the next five years.

### **Uplifting participation and being benefited of Women and Youths**

Without solving the problems of women and the youth, it is unthinkable to achieve the goals and objectives of the five years GTP. The government, therefore, is applying the direction that enables women and youth to participate and to be benefited from the development endeavours.

- **Expanding irrigation system by making each farmer to own alternative water harvesting technology.**
- Providing necessary support to the successfulness of the infrastructure which is being built by the federal government and putting these virtues in to practice in order to benefit the region.
- Strengthening and continuing the development corridors of the Southern and Western zones.

- Finishing the condominium houses that have been in the process of construction and transferring these houses to the beneficiaries either by selling or renting. Besides, finishing and transferring, the houses under construction to the needy consumers..

## **Pillar Strategies of the Individual Sectors**

### **Agriculture and rural development**

It is expected that in the next five years, agriculture will be the leading source of rapid economic growth of the region and hence, to achieve this objective attention will be given to increase productivity of small holding farmers and encouraging private investment in the agriculture sector. To increase production and productivity of the small holding farmer, government will attempt to implement the following three directions.

- By implementing the strategy of expansion increasing the present average productivity of farmers to a higher level
- .Maintaining sustainable growth of agricultural production and productivity by promoting and expanding irrigation development.
- Advising farmers to produce high value products

There are two basic starting points which are put to boost private investment in agricultural development. The first is producing high value production in a very limited plot of land by employing many workers whereas the second is producing in a vast area of land using limited number of man power. To encourage, therefore, to investors which take part in one or/and both ways the government will try to minimize the problems of skilled man power, getting land and capital.

### **Industrial Development**

By the end of the next five years, industrial development is expected to reach at the stage which it can take the leading role of overall development of the region. The Industrial sector has to be export oriented, support to overcome shortage of foreign currency and should activate the rapid transfer of technology. Moreover, industries play a significant role in minimizing the shortage of foreign currency by producing imported goods and services in our country, special focus will be

given to expand industries in a better way than of the last five years. To implement this, two key directions are set. The first direction is that government will pay enough attention to the development of micro and small scale enterprises which enables many people to get job opportunity. Second, creating conducive environment for private investors to participate in establishing middle and heavy industries, government will create conducive atmosphere like expanding and improving infrastructures, make available land for them, providing credits, establishing training centers so that they can have enough skilled man power etc. The EFFORT companies are expected to play a significant role in strengthening the industrial sector of the region. .

### **Social Development**

In the last years, top priority was given to social development and as a result rapid development has been recorded. Based on the success of the previous years and giving priority to the Woredas lagged behind the regional average efforts will be made to create better access of education and health service so that all Weredas to reach the average regional coverage in the coming five years. This will help to achieve the education and health services goal set in the millennium development.

To bring improvement in the quality of education, the implementation of the packages of the previous years will be evaluated and adjustments will take place based on which intensified implementation of the package will be carried out.

As a result of introducing the health extension package at household level it has become effective in controlling diseases and improving of health care of family members. In the next five years, the main focus will be implementing the health extension package intensively in the towns and overall achievement of the millennium development goals of health sector.

### **Good Governance, Strengthening Democratic System and Capacity building.**

Indeed, a lot has been done to improve good governance and democratic system. In the coming five years, democracy and good governance will be exercised intensively by avoiding the short comings faced in the implementation process. To strengthen the democratic system and good governance practices the following basic directions are set to be implemented.

- Creating society that irritates or hates rent seeking and take measures on those who take part in corruption. Creating transparency and accountability will assist to improve democratic system and good governance.
- Effective responsibility and transparency will be realized by establishing strong government bodies that have the capability of accomplishing tasks effectively. For this purpose the civil service program will be implemented intensively at all levels of government bodies.
- The regional government strongly believes that public participation in all government activities is mandatory. Therefore, efforts will be made to create a comprehensive and organized public participation in planning, implementing and evaluating government tasks. Besides, different public and civic organizations are expected to take part in the implementation of the GTP.
- The members of regional parliament and prosecutors are expected to do a lot in improving good governance; flourishing democratic culture and strengthening the democratic institutions in the region. To carry out this, the regional parliamentarians and prosecutors are made to build their capacity by providing them necessary materials and other supports.

### **Encouraging Private Sector Investment**

The regional government of Tigray believes that private sectors play a significant role to achieve the GTP of the next five years (2010/11-2014/15). Hence, the regional government will provide necessary supports to investors that take part in the following areas:

### **Agriculture and Rural Development**

- In the highlands and semi highlands of Axum and Mekelle towns the private sector can produce high value crops like flower and grapes so that they can support the region as well as the country by creating employment opportunities and strengthening foreign currency savings of the country.
- The private sector investors can be beneficiary by investing in the vast areas of the Southern and Western zones.

## **In Industry**

Establishing medium and heavy industries specifically:

- Establishing industries which produces goods and services for export to earn foreign currency, or
- Establishing industries that replace imported goods and services so that save the foreign currency from being expended,
- Establishing industries that produce materials which assist to stabilize the domestic market of the region/country,

## **In Culture and Tourism**

- They can benefit themselves and the region by building and preparing hotels and recreation places in the tourist attraction areas.
- Making available transport services to foreign and inland visitors.
- Promoting and introducing the tourist attraction sites of the region (especially the Diaspora can participate here).

They can also participate in extending social services. To strengthen the involvement of the private investor in the development of the region, the government will work to distribute the basic infrastructures road, telephone, electricity, water etc.), provide land in short time and fair price. In addition, the government will work in close relation with the financial institutions to provide loan to those private investors who have financial deficiency.

## **Areas where the donor agencies and civil societies can participate**

### **Labour and Social Affairs**

- Caring the elders people and orphaned children
- Rehabilitating the inborn and war disabled compatriots
- Joining street children to their families and helping them not to dropout from schooling.
- Providing aids with training and loans.

## **Women**

- Many women, for they are economically dependent, are forced to join a prostitute life that makes them easily vulnerable to HIV/AIDS and other venereal diseases. In order to free such women from the situation they live in, the aid agencies/civic society play a key role in supporting them to be economically independent.
- Working to bring behavioral change in the society to ensuring gender equality, reduce the exercise of harmful traditional practices like raping.
- Providing training and loan opportunity to support and improve the living standard of the lower economic status of women.
- Supporting female students not to dropout from schooling.

## **Education**

- Improving access to education /based on the disparity of the zones, woredas and towns/.
- Improving quality of education /changing greenhouse classrooms to buildings, fulfilling libraries, laboratories, pedagogical center, potable water, toilets for both sexes, furniture, aid provision to dependent students/.

## **Health care Services**

- Increasing the number of health posts and provision of primary health care services,
- Supplying medical equipments and furniture,
- Supply of medical drugs,
- Improve the capacity of health workers,
- Combat the spread and prevalence of HIV/AIDS,
- Improving family planning conditions,
- Improving environmental health care,

## **In Others**

- Improve access to potable water,
- Construction of small scale irrigation schemes,
- Upgrading and construction of roads,
- Preserving and development of natural resources,
- Strengthening democracy and good governance,

## **3.5 Regional Objectives and Targets**

### **3.5.1. Regional Objectives**

The regional government has set the following four goals, namely

- By registering 14.9 percent annual average growth to the regional economy, minimizing the constraints prevailing in the region and achieving the economic development goals set in the millennium development.
- By increasing the percentage access to education and health services and improving their qualities, achieving the goals of social development set in the millennium development.
- By strengthening the democratic and developmental state, creating conducive environment for the development of the region Create conducive situation for the development of the region
- By increasing exportable products of agriculture and industry, creating stable macro economic situation in the country and maintaining sustainable development of the region.

### **3.5.2. Regional Targets**

The regional government has set two case scenarios /base and high/ to ensure the attainment of the regional objectives during the next five years (2010/11 - 2014/15). These are:

1. Maintaining the registered 11.0 percent average growth in the coming five years /base scenario/ and this means elongating the period of poverty eradication.

2. By scoring an average growth of 14.9% annually, doubling (high scenario) the gross demotic product (GDP) of the region in the coming five tears (2010/11 - 2014/15). This means shortening the period to eradicate poverty from the region. Therefore the regional government is working to achieve the high scenario.

The objectives that will be achieved in the coming 5 years are shown in the following table using the two scenarios

**Table 9: Growth of the economic sectors in 2010/11-2014/15**

Economic sector	Status in 2009/10	Base case scenario in 2014/15	High case scenario in 2014/15
Agriculture	9.6	9.5	14.9
Industry	10.1	15.0	19.0
Services	11.6	10.6	12.8
Regional economy	10.5	11	14.9
Per capita in birr	1900	2421	2848
Per capita in dollar	232	295	347
Level of poverty	32.8	26.0	23.8
Unemployment	19	15	13

Source: Plan and Finance Bureau.

## Export

In the coming 5 years (2010/11-2014/15), by increasing export products of agriculture and industry, it is aimed to obtain 1.5 billion USD.

**Table 10: The share of economic sectors to the total Regional GDP**

Economic sector	Status in 2009/10	Base case scenario in 2014/15	High case scenario in 2014/15
Agriculture	38.7	37.1	38.2
Industry	19.4	21.2	21.0

Service	41.9	41.7	40.8
Total	100	100	100

Source: Plan and Finance Bureau.

### **3.6 Objectives, Targets and directions of the Economic Sectors**

#### **3.6.1 Establishment of development work force and civil service**

##### ***3.6.1.1 The Main Agenda is Building Developmental Vanguard***

The main agenda of the 5 year GTP is establishing development work forces so as to attain the economic and social development goals and objectives. To initiate the people's participation in the achievement of different development activities, administrators at all levels will play their leading role. As a result, administrators at all levels, public administrators and the government civil servants should cooperate and work together for the achievement of the region. All bureaus in our region are expected to schedule their support and monitoring activities to lead the establishment of development work forces to successfully attain the goals set. The developmental work forces in rural and urban areas can be engaged in the following.

#### **Programs to be performed in rural areas**

- The activities included in the development programs of the rural areas, as they are based on agriculture, should help to attain and sustain our food security by doubling the agricultural products.
- To bring about all rounded development and transformation in the rural areas infrastructures, facilitating fast infrastructure development to
- By strengthening the social developmental programs in the rural, bring about all rounded improvement in the living standards of the society, by achieving the millennium development goals.

#### **Programs to be performed in urban areas**

- The urban development programs should centered on the development of micro and small scale enterprises and should continue in strengthened manner.

- Supporting the infrastructure development of urban with all capacity that the regional government has and using the established conducive environment to the extreme.
- By strengthening the social developmental programs in the urban, bring about all rounded improvement in the living standards of the people by achieving the millennium development goals.

### **Goals and Objectives of Building Development Work Force**

**Objective 1:** Strengthening the organizational structure of the development work forces, introduced base on the BPR.

**Target 1:** Strengthening the implementation of the already introduced BPR and facilitating transparency and accountability

**Target 2:** Strengthening government offices at all levels based on the newly introduced organizational structure

**Target 3:** Establishing new and strengthening the existing public organizations in the rural and urban areas and initiating them to participate in the development process

**Objective 2:** Analyzing the attitudinal differences that exist among the civil servants, leaders and the public and working to fill gaps in order to bring them in to a common attitude.

**Target 1:** Creating civil development work force, who willingly accept and implement the government's policies and strategies and attaining the development goals and objectives

**Target 2:** By solving the attitudinal challenges of civil servants ensuring their full participation in development activities

**Target 3:** Undertaking evaluative trainings to solve the attitudinal differences that exist among civil servants, administrators and the public

**Objective 3:** Attaining the goals of the developmental strategies by building the capacity of the administrators all levels.

**Target 1:** Assessing and analyzing the capacity gaps, existing within the civil servants and administrators at all levels and setting and implementing measures in order to facilitate the establishment of development work forces

**Target 2:** Cultivating and distributing the best experiences of the rural and urban development in order to advance the capacity of the development work forces

**Objective 4:** Accomplishing the GTP plans by solving the challenges of information technology applications and other inputs,

**Target 1:** Providing the important inputs and technologies on time, in quantity and in quality, in order to achieve the goals and objectives of GTP

**Target 2:** Preparing clear operational and organizational guidelines and implementing them

**Objective 5:** By promoting a clear system of monitoring and supporting,, expanding best practices to the needy areas.

**Target 1:** By promoting a clear system of monitoring and support, Identifying best practices

**Target 2:** By Organizing and analyzing the best practices, sharing them to different places

### **3.6.1.2 Civil Service**

**Objective 1:** Achieving the goals and objectives of GTP bay strengthening the development work force at all government bodies. .

**Target 1:** By promoting and strengthening operational systems, increase achievement of institutional changes from 33% in 2010/11 to 80% by the end of 2014/15.

**Target 2:** By establishing transparent and accountable system of services delivery in all government institutions, improve satisfaction of the public from 60% in 2010/11 to 90% in 2014/15

**Target 3:** Strengthening and supporting the center for capacity building and institutional changes

**Objective 2:** Strengthening public participation and decentralized administration in order to play their role in the improving good governance and democratic system.

**Target 1:** To achieve rapid, effective and sustainable development establish democracy and improve good governance, public participation has to reach from 35% in 2010/11 to 80% by the end of 2014/15

**Target 2:** By establishing an all rounded capacity of governmental bodies at Kebele level, the collection of basic consolidated data has to reach from its 15% in 2010/11 to 80% in 2014/15

**Objective 3:** By create a merit based and modern civil servants administrative system, ensuring and enhancing public satisfaction.

**Target 1:** By preparing clear system of planning and utilization of manpower, achieve government mission statements..

**Target 2:** Automation of data storage of civil service to reach from 74% in 2010/11 to 100% in 2014/15

**Target 3:** The national system work evaluation and grading would increase from 80% in 2010/11 to 100% in 2014/15

**Target 4:** Conflict discontent and complaints of workers in government offices will be reduced from 10% in 2010/11 to 3% in 2014/15, and discontent will fairly be resolved as 97% complaints will be satisfied

**Objective 4:** By using inputs of ICT, improving service delivery process of government bodies and monitoring the security of ICT.

**Target 1:** Improving the coverage modern network infrastructure development from 80%, 20% and 39% in 2010/11 to 100%, 100% and 90% respectively by the end of 2014/15

**Target 2:** By using centralized data warehouse fully, improve utilization of data and technologies of the government and establishing effective system of service delivery

**Target 3:** By developing and strengthening web based software application, basic data storage of Kebelles will be increased from 25% in 2010/11 to 80% in 2014/15

**Target 4:** Introducing electronics based service delivery system in all government bodies and working for its effectiveness

**Target 5:** By introducing strong system of control, improve security of ICT coverage from 35% in 2010/11 to 95% in 2014/15..

**Target 6:** Increasing the awareness of ICT utilization in civil servants and the public from 34% and 7% in 2010/11 to 95% and 50% respectively in 2014/15.

### **Implementation directions**

1. Building and strengthening efficient development work forces and enhancing government organizational capacity.
  - Building the capacity of civil servants and the administrators so as to implement the policies and strategies of the government and to be loyal servants to the public and democratic system.
  - Implementing the reform programs/civil service, justice reform, program decentralization and good governance/ and providing ICT based service delivery, achieve improved operational and organizational in all government bodies, establish development work force and utilize all these capacities effectively.
2. By promoting transparent and participatory based operations in all government bodies minimizing and eliminating ways and attitudes that favored corruption
  - Minimizing the gap in registration and tax collection,, improve the transparency government procurements of goods and services, and hence minimizing thoughts of rent seeking in these areas.

- By supporting the tasks set with modern ICT, promoting a system that helps know sources of income of citizens and hence, creating conducive environment to stop corruption once and for all.
3. The achievements registered in good governance and establishment of democratic system should be integrated and interfaced with other areas of engagements and achievements.
    - Conservation of natural resources based rural development and micro and small scale enterprises based urban development have to go parallel with the establishment of democratic system like transparency and public participation.
    - To maintain economic development and social justice the developmental state is undertaking measures like improving good governance and ensuring public participation, as basic tools to combat corruption and rent seeking, and hence, continuing this process together with other aspects of engagements and achievements.
  4. Implementing the cross cutting issues in integration with other tasks and increasing their contribution to the achievement of rapid development in the region. .
    - Creating special opportunity for women to participate in the overall development of the region and improve their being benefited from the outcomes of development.
    - Enhancing the capacity of women to improve their share in the civil servant
    - Carrying out different tasks that helps improve the awareness of civil servants on environmental protection and population.
    - Increasing the awareness on HIVAIDS and harmful traditional practices.
  5. Strengthening manpower, material and institutional resources and properly utilization of them.
    - Applying better alternatives of resource utilization undertake timely control and utilize them based on the prepared plan.
    - Strengthening the public relations by using different forums and introducing major missions of the bureau to the public.

## 3.6.2. Economic Development

### 3.6.2.1 Agriculture and Rural Development

**Objective 1:** Improving the living standards of the rural population by eradicating extreme poverty.

**Target 1:** Freeing 10,741 households, who were not participating in the household based food security package up to 2010/11 from extreme poverty (achieve the benchmark and beyond) by letting them participate in the household based food security package

**Target 2:** Preparing new packages to encompass 124,297 households who did not reach the benchmark up to 2010/11, so as to earn a dollar and above daily income and enable the beneficiaries to reach into investment level.

**Target 3:** Preparing and implementing new packages for 429,902 households, who have achieved the benchmark up to 2010/11, to increase their daily income to two dollars and above to.

**Objective 2:** Accelerating the region's development by expanding irrigation schemes and community participation and rehabilitation & conservation of natural resources.

**Target 1:** The coverage of terraced arable and non arable land will increase from 810,000 hectares in 2010/11 to 1,913,000 hectares, while the coverage of biological and soil and water conservation will increase from 707,338 hectares in 2010/11 to 11,347,338 hectares in 2014/15.

**Target 2:** Increasing coverage of plantation area from 471,998 hectares in 2010/11 to 2,271,998 hectares in 2014/15 by preparing and planting of 4.5 billion different types of seedlings. Besides, the coverage of closure area will increase from 0.96 million hectares in 2010/11 to 1.9 million hectares in 2014/15

**Objective 3:** Accelerating agricultural development by providing research based extension services, increasing market oriented agricultural products and improve their quality.

**Target 1:** Increasing average productivity of crops from 25 quintals per hectare in 2010/11 to 48 quintals per hectare in 2014/15, and total crop production from 34 million quintals in 2010/11 to 58.7 million quintals in 2014/15.

**Target 2:** Increasing the coverage of main crops from 656,766 hectares or 55% of the total arable land in 2010/11 to 979,676 hectares or 80% of total arable land in 2014/15.

**Target 3:** To alleviate the annual productivity rate of the region from 9.9 – 92.2 million quintals increasing the development of irrigation from 83,000 – 350,000 hectares. Productivity of irrigation on vegetables and crops has to increase from 300 – 440 and 41 – 60 quintals per hectare respectively.

**Objective 4:** Ensuring rapid agricultural development by providing research aided extension to increase market oriented livestock in quantity and quality show agricultural development.

**Target 1:** Increasing milk production from 302,180 – 367,503 tones, egg production from 9,569 – 6,132 tones, honey production from 4,264 – 6,132 tones.

**Target 2:** Adding 30,375 crossbreed calves every year to the existing number 11,674 so as to reach 151,875 based on manmade hybrid system.

**Target 3:** Increasing vaccinating animals to 47.3 million, providing veterinary service to 34.8 million animals, reduce communicable diseases by 50 -70%, increase total productivity by 15%.

**Objective 5:** Improving good governance by implementing modern land management and usage.

**Target 1:** Utilizing computerized recording of data, improve certifying first level urban land ownership from 98% to 100%.

**Target 2:** Certifying all farmers with the second level land ownership

**Target 3:** Providing urban farmland to 198,460 young household heads in order to assure their self food security.

**Target 4:** Protecting environmental pollutions by introducing different environmental tools, establishing & strengthening organizations, and adapting better or modern energy options.

**Objective 6:** Enhancing competitiveness of the regional agricultural products in markets so that the farmers improved their income and standard of living.

**Target 1:** Providing inputs as per demand of the farmers.

### **Implementation directions**

To free farmers from the live of hand to mouth in these 5 years the already commenced works on producing market competent products will continue. The following activities will be implemented:

1. Building development vanguards to practice inclusive strategies. The existing productivity of our farmers is lower. The production rate of the effective farmers as compared to the weak is 3 times higher. In the coming 5 years we will do our best to make all farmers effective.

- Strengthening the government sectors that help the expansion of the strategies in the region, woredas and kebele. Supporting and monitoring all activities with training and market conditions.
- Empowering the implementing capacity of development practitioners by awaking their duties..
- Working on expanding technology options to be adopted by farmers.
- Practicing new technologies in piloted field areas and expanded.

2 -Natural resource management.

- Our developmental activities are assured by the proper care and implementation of natural resources. As a result, we work on water and soil preservation, a forestation and use water preserving technologies following the river posts.
- Initiating farmers to involve in implementing agroforestry & Developing the agro forestry and biofuel that increase the income of the farmers.

3. Expanding and sustaining irrigation schemes.

- Helping every farmer at least to own one of the various irrigation technologies, as an option.
- Using the natural resources development for irrigation that helps us to be independent of the rainwater.
- Helping farmers who have irrigations to exchange experiences and profit from the best irrigation experience.
- Making irrigational activity to be one of the prime activities.

#### 4. Pursuing directions that Ensure Food Security with in five years

- Adopting feasible technology options and best practices in accordance with households and localities suitability. Assuring food security in the level of households and region so as to create a society and region that challenge poverty.

#### 5. Pursuing directions that encourage private sector investment in agriculture and natural resource development.

- Investors may vary interims of labour and capital requirements. Hence, approaches need to be developed according to their demands. Keeping in touch with those investors who use large manpower in small land with farmer's production. Encouraging local investors to participate in investment. Creating suitable conditions for those investors who use small manpower in large areas.

#### 6. Environment Protection, Land Management & Utilization by Community Participation. Declaration, rules and instructions on land management should be known and followed by the public and all levels of administrative structure.

- Preparing awareness raising workshops for stakeholders, donors, and public alliances so as to get support and aid.
- Surveying and evaluating the gaps on proclamations, rules and instructions with the different levels of the government structures, partners and alliances.
- Providing training & orientation for Kushet and Tabia administration and judge committee.

#### 7. Practicing Business Process Reengineering Ensuring good governance and rapid development by practicing & expanding best practices, and provision of efficient, cost minimizing, and quality services.

- This can be realized by encouraging public participation in planning, implementation, monitoring and utilization of public wealth. Women Affairs

The government designs the system of special support and monitoring to empower women's participation. :

#### 8. Women's Affairs

Enforcing fully the government Structural scheme that aim at reinforcing women participation

- Demand based professional support will be given for women & their counterpart to ensure the successful enforcement of agriculture and rural development strategies. Creating favorable conditions for women and their husbands that enable them to participate in developmental activities and share the benefits from the development fruits.
- Providing support for women (30% of the households) to attain the benchmark in the focus of the household package to meet the benchmark.
- Benefiting 120,000 women household heads (30%) in the irrigation development.
- Youth females will have access to cultivable area by distributing gully and other options equally as of their counterpart.

#### 9. Youth Affairs

- Since youth are productive citizens, efforts will be exerted to set-up their own organization so that they could play exemplary role in improving their standard of living, combating unemployment, and share the benefits in group as well as individuals. Distributing mountains, hill sides and monastery open fields to be developed, disseminating abandoned lands for development.
- Organizing them to provide loans for their development.
- Enabling them to use best technologies to improve productivity being with their partners.
- Supporting them to be beneficiaries from off-farm income generating activities.

#### 10. Control and prevention of HIV/AIDS

- Mainstreaming the issue in every meeting of the civil servants, providing aids for those who live with the virus, counseling and giving care and avoiding discrimination and stigmatization.
- Enabling the agricultural extension workers to mainstream and give education on HIV/AIDS together with their development programs. Enabling employees to adopt 10 children who lost their parents due to the virus.

### **3.6.2.2 Water resource development, Mines and Energy**

**Objective 1: Increasing** the coverage of potable water supply to improve the life of people.

**Target 1:** By constructing 7,152 new potable water supply projects, maintaining already existing projects, improving their administration system so as to advance the coverage of potable water in urban areas from 72% to 100% in rural areas from 60% to 100%. And by maintaining 947 rural projects, it intended to reduce the amount of potable water projects which are incapable of providing efficient services to lower down from 18 % to 7%.

**Objective 2:** Speeding up the economic growth of the region by expanding irrigation constructions

**Target 1:** Constructing and maintaining 100,515 water banks that can be administered by households and the society, increasing the coverage for the development of the irrigation from 83,000 – 350,000 hectares.

**Objective 3:** Enhancing the economy growth of the region by developing mineral resources

**Target 1:** Improving gold flow from construction and mining manufacturing institution and 36,675 artisan's miners by 500kg gold into Ethiopia National Bank (ENB). Creating 44,175 temporary and permanent job opportunities in the 2,500 projects of the lower level producing minerals.

**Target 2:** Improving the coverage of geological mapping of the Region from 46.2 – 87.3%

**Target 3:** Generating 30 million ETB from royalty revenue and renting and service providing. And increase the country foreign currency by producing & flowing around 4,735kg gold into ENB.

**Objective 4:** Developing resources of energy to improve the socioeconomic condition of our people

**Target 1:** Introducing 592,000 modified stoves that save energy, 3,500 biogas digesters to increase the beneficiaries from 89,863 (10% of rural households) to 595,500 (75% of rural households).

**Target 2:** Introducing renewable sources of energy (solar, wind etc) to rural areas which are off grid rural electrification, making 14,700 households, 200 institutions of social services to use solar energy. Making 7,400 households prepare and use the jatropha, also about 450 water pumps that use options are expected to be introduced to benefit 610,000 households.

### **Implementation directions**

1. Implementing the strategies fully by building developmental vanguard.
  - Capacitating the development vanguard by identifying their duties to improve the capacity of their performance..
  - Following instructions that show the share of developmental work forces so as to increase the capacity of performance.
  - Using the expansion of best experiences of development and good governance gained from urban, rural or individuals as a means of speeding up the continuity of development.
2. Generating incomes to support the financial capacity for accomplishing potable water supply, irrigation, minerals and energy development projects.
  - Maximizing the participation of the public (in labor and in material).
  - Developing a mechanism of resource mobilization from Federal Government, Regional government and nongovernmental organizations, using the acquired support in a centralized operations and effective way.

- Making the developmental institutions found in the region (e.g. institutions of EFORT) participate in the developmental activities.
  - Using the already existed and the expected capacity finance and material in cost reducing and effective way so as to avoid wastage.
  - Using the budget allocated to this bureau from governmental and nongovernmental organizations on time and preparing a clear report and financial settlement.
  - Introducing low cost technology options.
3. Introducing transparency and accountability based on BPR
    - Briefing workers about the duties and responsibilities of this bureau.
    - Briefing workers with updated or new policies, declarations, civil service, instructions, annual plans, and reports.
    - Making clear the time for the workers to claim and evaluating of progress.
    - Evaluating the performance of every worker based on the duties and responsibilities he or she has.
  4. Developing monitoring and operating mechanisms for the development of the water, minerals and energy resources in order to take part in the advancement of the economy of the region.
    - Composing clear instructions and levels that help to accomplish the rules about the usage and regulation of water, minerals and energy.
    - Exerting efforts to establish mineral and energy policy at national level.
    - Certifying and legalizing individuals or institutions that show interest in water, mineral and energy.
    - Practicing monitoring & supervision systems that prevent the wastage and pollution of water resources.
  5. Practicing environmental protection to attain the sustainability and effectiveness of the activities of the bureau on water, minerals and energy.
    - Before the construction of irrigation projects, checking/assuring if soil and water conservation works are well performed by the concerned bodies.
    - Ensuring the development of water and mineral resources do not affect other natural resources.

- Expanding modified technologies of energy to prevent deforestation.
  - Supporting the recharging projects of the selected river posts by feasibility study to make the ground water resources more productive.
6. Ensuring the participation and benefit of women; preventing HIV/AIDS, population, environmental protection.
- Increasing women's participation and beneficiary by providing special support and monitoring.
  - Ensuring the equal beneficiary of women in the expansion of potable water and modified sources of energy.
  - Preventing the spread of HIV/AIDS by educating workers and providing care and support for the victims.
7. Working to provide various irrigation technologies that makes at least every farmer own his/her preference of irrigation technology.
- Adopting locality based technology in every household.
  - Working for farmers to have preference of irrigation in their garden or crop field.

### **3.6.2.3 Urban development, Trade and Industry**

**Objective 1:** Establishing and supporting micro and small scale enterprises in urban areas to eradicate poverty and unemployment.

**Target 1:** Growing job opportunity from 193,286 to 416,373, making the daily income of family members to be ETB 30, making women at least to be 50% beneficiaries.

**Target 2:** By expanding best experiences after 5 years from the expected 252,349 micro and small scale enterprises after 5 years stabilizing the 227,114 (90%) by making 5% of the beneficiary to be women.

**Target 3:** Growing established enterprises from 126,000 to 252,349.

**Target 4:** Growing the amount of loan to be given from ETB 657.8 million to 2.17 billion, giving loan to 151,444 MSE and working for the 100% pay back of the loan.

**Target 5:** Growing the MSE from 30,115 to 57,476 whom get working premises and market place provide 554 hectares of land.

**Target 6:** Working for the capital transformation of the enterprises from micro to small by 50%, from small to medium by 25%.

**Target 7:** Based on the environmental potential resources, establishing and strengthening 65 MSE Clusters

**Objective 2:** Expanding investment to improve the socioeconomic development of the urban.

**Target 1:** Increasing investment capital from ETB 20 billion to 71.3 billion by creating conducive investment opportunities. Creating permanent job opportunities for 100,000 citizen by developing 2,500 new projects

**Target 2:** Undertaking monitoring and supporting activities for certified investors and enabling 70% of them to start production.

**Objective 3:** Prevailing fair and legal trade system to increase the benefit of the society and trade institutions.

**Target 1:** Undertaking market stabilization and supervision of illegal traders to enhance the benefit of the society from 174,106 to 348,212; increase the benefit of the trade society from 29,589 to 56,406.

**Target 2:** Increasing the number of trade association from 180 to 280 (by 56%) which practice legal trade activities.

**Target 3:** Implementing supervision, monitoring, taking administrative corrective measures on the illegal traders, increase the rate of legality from 90% to 95%

**Target 4:** Prevailing legal trade by increasing legal traders from 72% to 95%, prevail legal trade

**Objective 4:** Ensuring accelerated urban development via initiating cities to have standardized urban plans and proper utilization of urban land.

**Target 1:** Increasing the preparation of structural plan of urban from 141 to 266, increase benefit of the society up to 200,000.

**Target 2:** Distributing 5,750 hectares of urban land and increasing the fair benefit of the society (3,950 hectares in large towns and 1,800 hectares in young towns).

**Target 3:** Increasing the coverage of towns infrastructure from 60% to 95% (310 km cobble stone construction, 2,100 km rough road, 390 km sewer line construction, 942 km electric light line, and 272 km potable water supply line).

**Target 4:** Introducing cadastral system for land information in the urban areas (large and developing towns).

**Target 5:** Improving the sanitation of the urban and increase the benefit of the society from 329,222 (38%) to 1,235,366 (100%).

**Target 6:** Developing 12 big/large towns, 53 developing towns (municipality) and 720 rural towns by improving the criteria of towns.

### **Implementation directions**

1. Working on building development vanguards as key strategic direction.
  - Working for the development of vanguard in the MSE.
  - Compiling the best experiences of civil servants and MSEs to use them as the benchmark of the region and replicated to all the towns.
  - Organizing a system that includes the participation all the developmental work forces and administrators in the region, at urban and woreda levels.
  - Working for the betterment of the administrative staff and the civil servants to improve in skill and thought to fight the rent seeking habits and political & economic crisis in the urban areas.
2. Working for the improvement of implementation capacity.

- Implementing the civil service reform together with ensuring good governance packages. Making the already implemented BPR to go in line with the services we provide to actively involve the public. Making the newly implemented BSC to evaluate the performance of the individuals as well as institutions so as to fill the gaps of the BPR.
  - Collecting and organizing the best experiences and replicated them into other localities.
  - Initiating and implementing development group agents and cluster programs.
  - Implementing organizations that facilitate and support the MSE development in the selected towns.
  - Assuring the continuity of the programs working cooperatively and in organized ways with stakeholders. While working, taking measures for preparing common plan and evaluating the progress.
3. Introducing and strengthening tools of the accountability.
- Initiating people by its organization to involve actively from planning to implementation.
  - Implementing all the planned programs via arranging evaluation trainings, continuous short-term trainings, seminars, tours accompanied by media and public relations.
  - Preparing evaluative trainings, continuous and short term trainings, seminars and tours. These should get proper media and public relations coverage.
  - Arranging programs of monitoring and supporting the structures in towns and the organization found in them.
  - Participating the public in the planning and implementing activities.
4. Creating centers for developmental activities.
- There will be an understanding that the collection of factories and industries is a means to development.
- Making connections of the MSSE with the projects there.
  - In organizing the institutions and the man power creating clusters.
  - Using the agricultural resource of Western zone (Kafita Humera) and Southern zone (Golgol Raya).

5. Working Collecting financial, human and material resources
  - Working to involve the urban citizens to take their part in the development of their areas in their knowledge, labor and wealth
  - Searching support in finance and material from Federal Government, Regional government and nongovernmental organizations, using the support found in a centralized operations and effective way.
  - Making developmental institutions found in the region (e.g. institutions of EFORT) participate in the developmental activities.
  - Using the already existing and the expected capacity, finance and material in cost reducing and effective way so as to avoid wastage.
  - Using effectively the budget allocated for this bureau and balancing it by making a vivid report.
  - Protecting and caring the natural resources.
6. Working to avoid the degradation of natural resources and improve environmental conservation
7. Concerning women.
  - Focusing on participating and benefiting women and youth in all our programs.
8. Prevention and controlling of HIV/AIDS.
  - Controlling HIV/AIDS and caring the victims.

#### **3.6.2.4 Construction, Road and Transportation**

##### **Objectives**

1. Improving the construction industry to alleviate the region's economy.
2. Minimizing the shortage of housing in the urban areas.
3. Constructing additional standardized roads to speed up the Regions socioeconomic development.
4. Introducing standard system of technical inspection to test the vehicles technical position for reducing occurrence of traffic accidental cases..

##### **Targets**

1. Establishing research & study centers of construction to improve the construction industry by 1%.
2. Improving traffic business of the roads from 56/1000 to 160/1000, by constructing a total of 5177 new roads in which 1004 km from Regional budget and 4173 km from Federal budget.
3. Constructing 3086 km all weather roads to improve the existing 230 kebele network to 712 in 2014/15.
4. Decreasing the existing distances to reach the all weather roads from its 6.223 km to 2.36 by the end of 2014/15.
5. Reducing the 13.2% traffic accident reached in 2009/10 by 80% in the years up to 2014/15.
6. Handing over totally 7,459 houses to beneficiaries: 1,911 houses built from the budget of 2006/07 and 5548 from 2007/08.
7. Introducing and making 8000 big, medium and small mass and freight transportation to take their license plate in our region.
8. Introducing 10,000 means of transportations that work without motor to assure the benefit of the rural citizens.
9. Making MSSE associations of constructions take part in the road construction and create 350,000 job opportunity (from these 40% will be women).
10. Improving the levels of 10 MSE associations to level 7; 15 contractors and counselors from level 4-6 to 1-3.
11. Finalizing the construction of Adigrat University.
12. Giving 26,000 driving license to candidates (from these 6000 will be women).
13. Making annual technical inspection for 70,000 vehicles.
14. Conducting accidental technical inspection for 50,000 vehicles.

### **Implementation Strategies**

1. Building implementing capacity of the sector by maintaining the cohesiveness from bureau to woreda structures to upgrade the capacity of development vanguards.
  - Preparing workable common plan from bureau to woreda.
  - Using regular monitoring and supporting methods.

- Preparing trainings based on gap.
  - Assessing the impacts of trainings to draw lessons.
  - Introducing exchanging best practices in the urban.
  - Creating suitable conditions for workers to use ICT.
2. Adapting efficient resource utilization, fund raising program from other non-government institutions and proper utilization of the budget.
    - Using budget efficiently.
    - Making expenditures based on the financial rules.
    - Making executive bodies to use cost-saving methods.
    - Following instructions to avoid properties that do not provide services.
    - Mobilizing fund resources by designing projects
  3. Introducing accountability and performing properly every activity based on it.
    - Implementing a system of result based performance.
    - Providing a client focused service.
    - Working base on a centralized and attainable objective.
    - Implementing programs and designing stretched objectives.
  4. Increasing the awareness of workers to participate and involve actively in the prevention and monitoring of HIV/AIDS.
    - Making all programs to be gender sensitive.
    - Practicing the program of special support and follow up developed by the government in order to strengthen overall participation of women.
  5. Promoting the participating development stakeholders
    - Motivating the developmental stakeholders (contractors, Consultant, different associations and communities) to actively take their parts in the activities of the bureau.
    - Preparing memorandums for the activities that can be performed in collaboration with sector bureaus & offices so as to perform them based on their plan.
  6. People with Disability

In the past regimes in Tigray many patriots have fought, paid sacrifice, and became disables for the realization of development, peace and democracy. Some of these disabled are engaged in

works and they are changing their life; but many are isolated from the society and not given due attention. Making these unemployed patriots participate in the different types of construction is going to be focused. This means they will be part of the cobble stone construction, mason, in construction associations and free from joblessness. In addition, making the condominium houses to be convenient for the disables and creating first chance for them to get the houses is another area to be focused.

## 7. Environmental Protection

There are many ongoing construction works in Tigray. For example, many factories, various buildings for different organizations. Materials as inputs are brought by deforestation. The deforestation causes air pollution and influences the health conditions of the society. These factories have to be planted in areas far from the society or should be built in the way that they do not affect the atmosphere. To prevent air pollution there has to be a strong work on the environmental protection and monitoring of the constructions. To avoid these problem youths who are jobless should be involved in caring the environment, monitoring and follow up of the constructions.

### 3.6.2.5 Culture and Tourism

**Objective 1:** Using the tourism heritage in a sustainable way to improve the image of the Region and assure the benefit of the society.

**Target 1:** Increase the number of inland tourists from its existing 39,021 to 144,879 and foreign tourists from 26,126 to 94,352. From what exists 65,147 to 239,231 by the end of 2014/15.

**Target 2:** Working to improve the number of days tourists stay in the country from 5 to 7.5

**Target 3:** Increasing the income gained from the tourism sector (the Region's share) from its existing 64 million to 232 million by the end of 2014/15

**Objective 2:** Undertaking studies, awareness raising program, preparation of manuals on Harmful Traditional Practices/HTP/.

**Target 1:** Preparing three workshops that focuses on traditional attitudes and harmful practices.

**Target 2:** Delivering 10 research findings on traditional attitudes and harmful practices in conferences and meetings that involve a wide range of the public.

**Objective 3:** Preparing training programs on art, literature, libraries and recordings, cinematography and pottery.

**Target 1:** Preparing training programs for 2,680 artists on musical art, theatrical art, architecture, libraries, recordings, cinematography and pottery.

**Objective 4:** Preparing festivals of art in order to evaluate and support the Regions art.

**Target 1:** Preparing 5 festivals in four types of arts in the region.

### **Implementation Strategies**

- Creating a capacity to fully implement the master plan of tourism prepared in the previous year.
- Preparing and implementing operations that can fully help to preserve and conserve the tourism potential of the Region.
- Participating in international tourism exhibitions to promote the tourism potential of the region so as to increase the number of foreign tourists.
- Encouraging investors to participate in the tourist facilities and service providing and helping them to show improvement.
- Encouraging professionals who show interest in the development of the region's languages and culture.

### **3.6.2.6 Science and Technology**

#### **Objectives and Targets**

**Objective 1:** Growing the beneficiary of the society by developing and conducting scientific and technological research.

**Target 1:** Delivering the existing scientific and technological outcomes to the society by conducting survey and research in governmental and nongovernmental organizations.

**Target 2:** Implementing a system that encourages research innovation and intellectual property right by 100%.

**Target 3:** Registering and preserving 145 indigenous knowledge and technology and technologies and creating a situation that enables the knowledge to benefit the society in a modern way.

**Target 4:** Developing and strengthening scientific innovations by encouraging individuals, governmental and nongovernmental organizations who are engaged in scientific innovations.

**Target 5:** Establishing science and technology data and information center which are used by researchers and innovators and availing the knowledge investigated to users fully.

**Target 6:** Improving the awareness of the society on the use of science and technology to 75% by cooperating with the joint ventures.

### **3.6.2.7 Technical and Vocational Education and Training**

#### **Objective**

Building development vanguard and strengthening the public participation and practicing the strategies for technical and vocational education and training, producing lower and medium level professionals, and equipping them with technological inputs to reduce joblessness and alleviate the political, economic and social change of the region.

**Target 1:** Strengthening the sense of ownership in the administrative, board and council and developing the attitude, knowledge and skills of stakeholders to build competent development vanguard and providing awareness raising on TVET for about 1.5 million

part of the society to build competent development workforce in order to catch-up take-off stage of development and eradicate poverty.

**Target 2:** Preparing 283 packages of assessment and certifying 935 assessors to perform the valuable competencies through competency assessment. Creating a system that certifies 128,763 professionals with formal and informal trainings by providing competency assessment.

**Target 3:** Increasing the number of training institutions from 26 to 45, develop their intake capacity every year from 117,714 to 165,910 and in the 5 years to reach to 703,224. (Training 92,714 professionals formally and 610,510 informally based on the demand of the market)

**Target 4:** Assessing the gaps of totally 2500 teachers, administrators, boards and support staff to develop their capacity. Upgrading the educational level of 709 teachers, 299 support staffs in order to increasing the capacity of performance.

**Target 5:** Launching 5 poly technique colleges, upgrading 2 standardized training centers to colleges, giving special focuses on the developmental corridors, launching 19 additional training centers, upgrading 9 training centers to increase their intake capacity.

**Target 6:** In the coming 5 years agreements will be made with 115 companies to train 239,000 trainees cooperatively in order to help them develop the required capacity and knowledge of work.

**Target 7:** Strengthening a system of researching and transferring technologies to beneficiaries by developing 6,621 technology options based on needs assessment, designing 5,149 technologies, improving the prototype of 2,350 technologies.

**Target 8:** Ensuring the participation and benefiting of women in training by 50%, in transferring technologies by 50% and position at all levels at all levels by 30%.

**Target 9:** Making HIV/AIDS controlling and prevention, family planning as major tasks and giving counseling, training & education services for teachers, supporting staffs and trainees and working to bring 80% of behavioral change.

## Implementation Strategies

- Following a direction that improves the attitude, professions, skills and qualities gap in the strategies of TVET and strengthening sense of ownership to produce competent development vanguards at all levels of the institutions.
- Creating and strengthening relationships with all partners, developing and evaluating a common plan, assuring the continuity of working together, and ensuring the participation of all development actors for the attainment of the objectives.
- Working to strength the BPR, develop the awareness of service providing, follow strategies to attain the objectives, adapt result oriented, integrated & decentralized system in all localities to satisfy the needs of man power.
- Organizing and leading the party's, government's and the public's structure by creating a regular and continuous monitoring system to introduce and disseminate a regular communication and monitoring system. Following political and economical instructions by focusing on quality assuring to use every available resource.
- Introducing a system of collecting and using resources in cost reducing way. Making and disseminating the developmental plan of finance to be a cost reducing and participatory. In the coming 5 years, 70% of the strategic plan of the capital budget is expected to be covered from the society, NGOs and inland revenues. In addition, following a system that helps cover up to 30% of the recurrent budget from expenses of cost sharing.
- Ensuring the participation and beneficiaries of women in training by 50%, in transferring technologies 50% and position at all levels by 30%.
- In the intake of the TEVT giving special attention to the disables and make them to be first beneficiaries.
- Making the controlling and prevention of HIV/AIDS and family planning as one part of the TEVT and the curriculum in order to create youths who are healthy and active participants in family planning.

- Focusing on preserving the environmental balance from destruction and drought. Introducing a system that participates the youth in the environmental preservation in a strengthened way to assure the continuity of growth. Providing special training to the trainees of the agriculture, technique and vocational. Giving 85% of farmers an awareness program. Making the technique, agriculture and vocational colleges to be centers for agricultural demonstrations. Making other training institutions to work on environmental preservation and creating green areas in cooperation with the society.

### **3.6.2.8 Plan and Finance**

**Objective 1:** Create conducive condition which enable the government to take timely corrective measures by controlling the implementation of policies and strategies and forwarding suggestions.

**Target 1:** Set ideas that assist to put decisions by analyzing the parameters of regional macro economy annually.

**Target 2:** Preparing a system of planning, monitoring and evaluating and validating them fully to be binding from region to kebele.

**Target 3:** Carry out middle term evaluations every two years (in 2012/13 and 2014/15) and evaluate the changes.

**Objective 2:** Create suitable conditions to grow the potential resources mobilization options and utilize them in developmental activities properly.

**Target 1:** Reach the utilization of the resources obtained from aids to 100% in 2014/15 from 62% in 2010/11 to facilitate the demand of regional growth.

**Objective 3:** Strengthening economical and efficient system of resource distribution, utilization and management.

**Target 1:** Implement the system of standardized unit cost 100% by making the budget allocation fair and transparent.

**Target 2:** Grow the utilization of the capital budget 100% in 2014/15 from the 71% in 2010/11 by building the capacity of the executors and strengthening the system monitoring and controlling.

**Target 3:** Reach the audit satisfaction to 100% by making the income and expense of the government to be implemented based on the rules and regulations of finance.

**Target 4:** Reach the audit of handling governmental properties to 100% by introducing the property management reform fully.

**Target 5:** Reach customers' satisfaction to 90% in 2014/15 from the 37% in 2010/11 by boosting the capacity of purchasers using trainings.

**Objective 4: Cultivating** data and information which assist to prepare plan and conduct research by establishing centralized regional information agency and introducing efficient systems.

**Target 1:** Introducing a modern system of geological and non geological information in all levels by 100% and follow up its practicality.

**Target 2:** Reach the beneficiaries' satisfaction of obtaining quality information from 71% in 2010/11 to 90% at the end of 2014/15.

**Objective 5:** Satisfy the needs of compatriots by building continually the implementing capacity of the bureau

**Target 1:** Reaching the satisfaction of citizens in gaining quality and efficient services to 95% in 2014/15 from 71% in 2010/11.

**Target 2:** Growing the satisfaction of internal staff to 95% in 2014/15 from 70 % in 2010/11.

**Target 3:** Reaching the satisfaction of policy designers and executors to 90% by delivering quality research and analysis which enables to have right strategic directions in implementing policies and programs

**Objective 6:** Harmonizing the population growth with economic development of the region.

**Target 1:** Reducing the annual population growth rate to 2.3% in 2014/15 from 2.5% in 2010/11 by making the executors and the society at large to have awareness on population matters.

### **Implementation Strategies**

1. Achieving the bureau mission by development vanguards capacity and attitudes.
  - Create continual and communal ideas, professional skill and creativity by providing inputs for implementation of targets.
  - Conduct evaluative trainings and orientations
  - Develop the capacity of leaders and workers by giving short and long term trainings.
  - Develop the capacity of leadership.
  - Introduce and expand best experiences.
  - Implement the civil service program fully.
  - Strengthening the implementation of BPR system
  - Introducing balance score card performance continuously.
  - Make a follow up to the accomplishment of the approved planning, monitoring and evaluating system. Strengthening data management system to achieve the desired results
  - Introducing the system of handling property.
  - Making our works 90% technology supported.
  
2. Introducing the system of accountability and continuing it strongly.
  - Providing timely and quality report to responsible bodies.
  - Introducing participatory and transparent system of preparation and appraisal of planning.
  - Arranging common forums with stakeholders.
  - Making the laws and regulations of the government to be respected and implemented fully.

3. Mobilizing monetary, human, and material resources for the accomplishment of programs or tasks and introducing the means that makes the resources to be focused, economical and wastage free in utilization.
  - Empowering the aids acquired from aid agents and utilizing in development properly.
  - Developing the resources obtained from Tigrian Diasporas and friends of Tigray.
  - Monitoring the developmental activities that are carried out by federal agents in our districts.
  - Employing governmental properties for the accomplishment of governmental purposes using economical and effective means.
  
4. Bringing changes by making follow up to the district (locality) based developmental activities/tasks
  - Undertaking intensive follow up for the developmental activities to be based on the researches conducted on the potential resources of the locals and exploits them for development purposes.
  - Introducing system of labour division that assists the locals to cultivate their potential resources for development.
  
5. Supporting the developmental corridors to be fruitful.
  - Making a follow up intensively to the developmental corridors which was designed based on the potential resources of the districts has to be effective and implemented.
  - Allocating fair budget which enable the people to work.
  
6. Making the plans to include the issue of demography entirely.
  - Advancing the attention of the executors and the society in the issue of demography.
  - Collaborating with those who conduct researches on demographical issues.
  - Building the capacity of the plan developers and the executors in all levels.
  - Growing the awareness of the society and the executors by expanding and providing quality IEC on demography and development.

## 7. Reducing HIV/AIDS epidemic.

- Bringing behavioral changes within the staff workers entirely.
- Eradicating discrimination and stigmatization fully.
- Mainstreaming issues of HIV/AIDS in the plan fully.

## 8. Proving women's beneficiary from the developmental activities.

- Making the plans to include gender issue and following up its practicality.
- Advancing women's participation in every level.

### 3.6.3 Social Services

#### 3.6.3.1 Education

##### Objectives:

1. Achieving the millennium development goals by making adult education for all and optimizing comprehensive secondary schools.
2. Building patriotic, serving public interest, ethical, and gender sensitive citizens.

**Target 1:** Ensuring full coverage of elementary school in 2014/15 entirely.

##### 1.1 Improving education quality in all parameters.

- Reaching the ratio of teacher student to 1:50 in elementary and 1:40 in secondary schools.
- Reaching the student book ratio to one to one in all grade levels
- Reaching the student class ratio to one class to fifty students in elementary schools and one class to forty students in secondary schools.

##### 1.2 Proving the completion of the elementary grade levels by improving resource utilization.

- Reaching the completion of grade four to 98.8% in 2014/15 from 70.7% in 2010/11.
- Reaching the completion of grade eight to 98.8% in 2014/15 from 55% in 2010/11.

1.3 Growing the general participation in elementary school to reach to 112% in 2014/15 from 102.8 % in 2010/11.

1.4 Growing the clear participation of elementary school to 100% (full scale) in 2014/15 from 92.5 % in 2010/11.

1.5 Making elementary schools to be accessible below 2.84 km distance.

1.6 Making sex ratio in grades 1-8 to be one to one.

**Target 2:** Reaching gross enrollment coverage rate for general secondary education (9-10 grades) participation to 83.22 % in 2014/15 from 50.21% in 2010/11.

2.1 Making sex ratio in secondary schools to be equal in 2014/15.

2.2 Providing necessary support to access disable persons with education..

2.3 Enabling the inputs which are used to prove quality education to bring effective out puts.

**Target 3:** Developing the net enrolment coverage rate of secondary education to 78.6% in 2007EC from 26.6 % in 2002 EC.

3.1 Growing the number of lower secondary schools (9-10) to 163 schools from 62 schools.

3.2 Making secondary school (9-10) to be accessible below 9 km.

**Target 4:** Initiating Tigray education bureau employees to participate 100% in caring HIV/AIDS victims

**Target 5:** Growing females' participation in becoming school directress to 50 % in elementary schools and 11.63% in secondary schools

**Target 6:** Ensuring fairness, accessibility, and efficiency of education by 100%..

**Target 7:** Growing female teachers' participation in becoming school directors to 50% in elementary schools and 12% in secondary schools

## **Implementation Strategies**

### **1. Strengthening the Relations with Bureaus and Offices**

- Making teachers and students healthier by cooperating with health organizations and creating schools which are suitable for health matters.
- Creating model youths in sports by strengthening relationship with the office of Sport and Youth Affairs and organizing various sport competitions.

### **2 Working for Adapting of Accounting System**

- Fulfilling the prerequisites in every level in order to strengthening accountability.
- Strengthening the relation between the head and acting persons.
- Making every worker to be accountable by the work he/she scored.
- Making each worker and other educational sectors to present a quality and timely report to responsible bodies.
- Making accountability to have consequences that is the consequence of praising for those who work well and punishing for those who fail to accomplish their tasks.
- Doing the engagement and the management of manpower to be based on the principles of the civil service program.

### **3 Working on Mobilizing Resources to accomplish planned programs**

- Collecting fund by creating public inspiration.
- Doing the employment and the management of fund and property to be based on the principles and rules of finance.
- Strengthening the capacity of preparing, utilizing and reporting the budget.
- Strengthening the assistance of relevant experiences in finance.
- Obtaining resources by designing projects to NGOs.
- Establishing strong relation with TDA, REST, FAO, UNICEF, Italy and other non-governmental organizations.
- Utilizing governmental fund timely and properly.

- Making the utilization and handling of governmental fund and property to be based on audit follow up and controlling.

#### 4 Concerning Women's Affairs

- Extending and proving the system that makes women to be equal participants and beneficiaries.
- Strengthening the system which proves gender equality.
- Celebrating March 8 (Women's Day)
- Building women's capacity using training.

#### 5 Prevention and Controlling of HIV/AIDS

- Introducing and implementing continually the systems that enable to halt the prevalence of HIV/AIDS in all schools by bringing behavioral changes among workers, organizing trainings on HIV/AIDS and caring the victims.
- Strengthening provision of education on HIV/AIDS prevention.
- Working together with the bureau of HIV/AIDS prevention using interface.
- Making the texts of elementary schools to include gender and HIV/AIDS prevention issues.
- Initiating Tigray education bureau employees to participate 100% in caring HIV/AIDS victims.

6 Making all elementary schools to follow the trend of comprehensive development on the basis of natural resources conservation and prevention of environmental pollution. This means:

- Performing Activities which proves the prevention of soil erosion and deforestation in schools and their surroundings.

- Implementing emphatically forest preservation and a forestation in school compounds; making all developmental tasks to be based on the prevention of environmental pollution.
- 7 Proving educational quality by applying the six programs of education quality in all schools.
- Implementing the program of developing schools.
  - Strengthening the program of execution and administration in schools.
  - Continuing the program of introducing information technology extensively.
  - Implementing the teachers' development program continually.
  - Strengthening the program of revising and improving curriculum.
  - Implementing the program of improving ethics and civics fully.
  - Strengthening the formal preschool education.
  - Strengthening the program of special need.

### 3.6.3.2 Health

#### Objectives

1. Improving maternal health and reducing infant mortality by half.
2. Combating and reversing the upward trend of HIV/AIDS, TB and malaria.
3. Improving the access of health service into an acceptable standard.
4. Improving the health service in an acceptable standard.

#### Targets

**Target 1:** Reaching the proportion of medical doctors to people 1:50,000 from the 1:105,000 in 2010/11.

**Target 2:** Reaching the proportion of nurses to hospital treated patients to 1:4 from 1:8

**Target 3:** Reducing the number of health workers who resign to 2% from 16%

**Target 4:** Lowering Maternal mortality rate due to pregnancy and delivery to 200/100000 from 673/100000

**Target 5:** Lowering mortality rate of children aged below five years from 73/1000 to 20/1000

**Targets 6:** Reaching delivering service by practitioners to 80% from 24%.

**Targets 7:** Lowering the prevalence of HIV/AIDS to below 1% in 2014/15 from 2.4% in 2010/11.

**Targets 8:** Reducing the prevalence of TB by half from 186/10000 in 2010/11.

**Targets 9:** Reducing malaria morbidity to 3.6% in 2014/15 from 30% in 2010/11.

## **Implementation Strategies**

### **1. Focusing a direction that empowering development vanguards as key activity.**

- The present political and economic condition of our region and country is more suitable to rent seeking than to be developmental and the spirit of rent seeking is eradicated by the existence of developmental democratization and developmental democratization is presented when organized movement of people is activated. Hence, people's organized movement is mandatory to exist actively.
- The importance of organized movement of people is unquestionable. By identifying the duties of all health professional, it is advisable to follow the direction of building the capacity of health workers.
- Taking a direction to ensure rapid and sustainable development by replicating the best practices on development interventions and good governance obtained from health organizations, individuals, and localities.

- To improve the delivery service which is operated by a skilled professional in a better way, the decree that allows delivery service to be given for free should be implemented and the delivery room has to be equipped with homely materials.
- As illness and giving birth are inevitable phenomena of humankind, workers of household package and voluntaries should exert efforts focusing on bringing behavioral changes and making the people to be treated and the pregnant to visit health centers and deliver by health worker.
- Side by side to the prevention and controlling communicable diseases, the trend of controlling and preventing the prevalence of disabilities and incommunicable diseases exist within the society would be taken into account.
- Strengthening continuously the introduction and implementation of the civil service to all health centers by centering the building capacity of performing.

## 2. Strengthening the relation with bureaus and offices.

- Creating conducive situation for teaching and learning process by cooperating with various educational institutions.
- Enabling the farmers to be healthy and active participants in developmental activities by cooperating with bureau of agriculture and rural development.

## 3. Strengthening enforcing capacity and system of accountability to ensure full implementation of programs

- Strengthening the system that makes each health worker to be evaluated based on his/her effectiveness.
- Making the health executors in all levels (region, woreda, kebele) to present the report of their duty and responsibility or the way of expending their allocated budget to their respective and corresponding parliaments continually.
- Making continual and planned the common forums with customers.
- Taking corrective measures and adjustments based on the researches conducted on the implementation of policies and strategies of health.

## 4. Mobilizing the potential resources to accomplish our programs

- Raising funds by initiating the public.
- Designing mechanisms that enable health sectors obtain resources other than the regular budget allocated by the government from their local and abroad.
- Doing endeavors that enable the people to intensify their participation and cover expenses for health programs.
- Improving the focus of raising funds from governmental and nongovernmental for the empowerment of health sectors.
- Raising meaningful funds from Tigrian Diasporas, friends of Tigray and their residence for the betterment of health services.
- Expanding the system which enables to use the resources acquired from different sources economically and effectively.

#### 5. Women's Affair

- The health bureau extends and proves the system that makes women to have equal participation and beneficiary.
- Strengthening a system that proves gender equality.
- Celebrating March 8 (Women's Day)
- Building women's capacity using training.

#### 6. Concerning the prevention and controlling of HIV/AIDS

- Introducing and implementing continually the systems that enable to halt the prevalence of HIV/AIDS in all governmental sectors by bringing behavioral changes among workers, organizing trainings on HIV/AIDS and caring the victims.
- Strengthening the provision of education on HIV/AIDS prevention and controlling.

7. Making all governmental, nongovernmental and other developmental sectors to follow strategic comprehensive development on the basis of natural resources conservation and prevention of environmental pollution. This means:

- Performing activities which prove the prevention of soil erosion and deforestation in their surroundings.

- Implementing emphatically forest preservation and a forestation in rural and urban areas.
  - Making all developmental tasks to be based on the prevention of environmental pollution.
  - Working in a better way and intensively in advancing health prevention and diseases controlling.
  - Planting and preserving plants in the compound of health institutions
8. Creating awareness on ARI and Pneumonia which are the main causes of immediate child mortality in community and household package level.
  9. Avoiding the shortage of material & finance and bad attitude towards health service by creating the sense of ownership as a key activity in health service provision.
  10. Advancing the quality of health service by twinning with health institutions of inland and abroad who have better experiences.
  11. Minimizing the extensive problem of replacing blood by establishing blood banks in large hospitals and creating conditions that the organized associations receives directly.
  12. To minimize the shortage of medical doctors, the first direction is giving sufficient health trainings to health officers so that they could cover the place of medical doctors and side by side provision of extensive training for health experts
  13. Commencing to access TB drugs and follow up in health stations and starting MDR-TB diagnosing and surveillance in the stations.

### **3.6.3.3 Women's Affair**

**Objective 1:** Proving women's equal participation and beneficiary by creating and building the development work force.

**Target 1:** Building the capacity of 50,000 females of members of parliaments using trainings to make them active participant, and reaching the female parliamentarians who are in charge of position in regional, wereda and kebele from 48%, 49.1% and 47.5%

respectively in 2010/11 to 50% in 2014/15. Similarly in the three levels (regional, wereda and tabiya) cabinet, females' participation in position would be reached to 30% in 2014/15 from 20%, 23% and 25% respectively in 2010/11.

**Target 2:** By giving training to build the capacity of 15,000 female teachers, the number of female teachers who are in different school positions in 2010/11:

- Achieving the goal maintained by educational bureau to qualify female teachers as school heads of different scales in 2014/15.
- Reaching women unit leaders in grade levels 1-8 and 9-12 from 39.11% and 19.9% respectively to 50% and 30% in the end of 2014/15.
- Reaching women department heads in grade levels 1-8 and 9-12 from 45.99% and 24.69% respectively to 50% in the end of 2014/15.

**Target 3:** Reaching women who work in central court to 50% in 2014/15 from 22% in 2010/11 by giving training to 2259 judges of the social court and police about laws and their implementation for women.

**Target 4:** Making 814270 women to get trainings on expansion of best experiences of agricultural, health package, practicing best technologies, women and harmful cultural practices etc. as these help them alleviate their participation and beneficiary

**Target 5:** Making all the sectors to include gender issue in their plans and programs fully in planning and implementing as compared to 84% of planning and 70% of implementing in 2010/11

**Target 6:** Doing activities of initiation and persuasion to make 14, 3831 and 98,472 women have 1 dollar and 2 dollars respectively income per day in 2014/15 by making 605,755 women family leaders to be embraced in various household packages and taking loans.

**Target 7:** Improving women's beneficiary in terms of their income to 50% in 2014/15 from 42% in 2010/11 by doing activities of initiation and persuasion to 350,000 women to involve in micro and small scale enterprises

**Target 8:** Reducing female drop outs in grades 1-8 to 0.5 % in 2014/15 from 1.1% in 2010/11 and alleviating females' participation in grades 1-12 to 50% in 2014/15 from 48.03% in 2010/11 by doing activities of initiation and persuasion to 500,000 not to discontinue schooling.

**Target 9:** Reducing the exercising of harmful & traditional practices from their status; under age marriage 34%, female circumcision 25%, and cutting tonsil 66.4% raping 5.9 % to 10%, 8%, 30%, 1% respectively in 2010/11.

### **Implementation Strategies**

1. Proving females' participation and beneficiary by building development work forces.

- The development work forces includes employees of Bureau, Women organization (Women Association of Tigray (WAT), Women's League Federation, professional and economic associations of women, gender scholars, representatives, female planners and all the female population). Hence, all developmental activities are accomplished by building their capacity properly, initiating and using different inputs.
- Introducing the system of result oriented evaluation entirely.

2. Proving women' participation and beneficiary by mainstreaming the organized women

- Making females to have active participation in development, good governance and democratization process and proving their political and social advantages by involving in different organizations and working in harmony with Women Association of Tigray (WAT) and Women's League Federation of Tigray.
- Working focusing on running and strengthening the professional organizations.

3. Working by focusing on expansion strategies

- Expanding the best experiences which come to exist every time to all parts of the region in a planned way.
- Encouraging and giving recognition to individuals and organizations that performed best experiences in development.

- Strengthening the duty of public relation in the expansion of best experiences.

#### 4. Implementing gender issue strongly and continually.

- Making all governmental and nongovernmental sectors to include gender issue as a normal system in their plans and programs in order to assure equal participation and beneficiary of females

#### 5. Expanding the system of accountability to empower democracy and good governance.

- By preparing clear systems and principles and making them to be familiarized by all bodies, monitoring, if the executors are doing righteous; conducting assistance and evaluation; and proving if the desired effects are being achieved.

#### 6. Mobilizing additional resources

- Putting the ways of acquiring resources from different aid agents clearly and identifying the needs of the aid agents
- Increasing income by preparing different projects.

### **3.6.3.4 Youths', Sport and Social Affair**

**Objectives 1:** Developing youths' beneficiary by establishing and strengthening youths' organizations.

#### **Targets**

- Making 250,000 new youths to be organized.
- Establishing and strengthening 91 sport clubs and 13 federations.
- Increasing the stations that advocate children's right from 317 to 800 and clubs that advocate children's right from 964 to 2000.
- Increasing the disabled associations from 81 to 250 and elderly associations from 38 to 100.
- Increasing the number of workers' associations of the region from 114 to 355 by adding 241 newly established associations.

**Objective 2:** Developing the regional sport by expanding and increasing the number of youths' recreational centers and sport areas.

**Targets:**

- Making the youth's center of the 52 Weredas to be operational by furnishing the necessary equipments and establishing one caring house of the elderly.
- Developing sport centers by furnishing their internal equipments and increasing from 63 to 627 at kebele level; from 21 to 46 at Woreda level. And building one standardized and comprehensive stadium at regional level.
- Making functional the 160 youth centers of 52 Woredas by expanding and furnishing their internal equipments.
- Conducting sport competitions in 17 sorts of sports at woreda, region and national levels

**Objective 3:** Making the vulnerable compatriots to participate in developmental activities and have better lives by assisting them properly.

**Targets:**

- Assisting 12,500 vulnerable youths to be productive and go in line with the development by rehabilitating them.
- Increasing the number people to be helped like vulnerable children, needy families, disables and other compatriots from 132,152 to 280,000.
- Searching over 75,000,000 ETB aids from the community and aid agents.
- Monitoring the practicality of the common agreements made with 8975 institutions on basic conditions of work, health and security, profession and local jobs.

**Implementation Strategies**

**1. Building Development vanguards as main strategic direction.**

- Making the organized and initiated movement of people to be present continually.
- Following the direction of building the capacity of accomplishing tasks by clearing the roles of all bodies (the government, the public and the party).

- Implementing expansion strategies at urban and rural areas by strengthening the best experiences and models in organization..
- Following the direction of activities which flourishes the organizations that are related with youths and with the mass sport.

## 2. Working focusing on growing Implementing Capacity

- Performing packages by harmonizing the assurance of civil services reform and good governance.
- Accomplishing the system of BPR that have been operational since last year in the way it gives emphasis to effectiveness and it participates the community.
- Making the newly introduced system of managerial evaluation (BSC) functional by making results to be evaluated by individual and organization in order to fill the gap revealed in BPR.
- Providing training which boosts the capacity of performing.
- Conducting the system of developing and intensifying the knowledge present in the work place.

## 3. To empower the prevention of social problems and assurance of social security, it is mandatory to give special attention and support to orphaned children, disabled, elderly people and HIV/AIDS patients by improving the culture of community based cooperation.

- Building the capacities of our staff members and related executors for the future.
- Implementing the awareness and community participation of social problem prevention and assurance of social security in all of the people.
- Establishing rural and urban organizations that strengthen societal cooperation in all kebelles of Tigray and making them enable the poverty stricken citizens to be self-support and to care to those who left without any caretaker by collecting resources from the community. This empowers institutional system of social problem prevention and the assurance of social security.
- Making the organizations that have the need to work on prevention of social problems, and assurance of common security, charity organizations, business institutions, investors,

Diasporas etc to play their role by coordinating, harmonizing, creating common assembly and building their capacity.

- Increasing the number of compatriots to be assisted like vulnerable children, families, disabled and elderly people to 480,000 from 132,152.
- Collecting 430 million from community, government, charity organizations, business institutions and Diasporas in the next five years and spending the resources on social problems prevention and assurance of social security (social welfare) using effective, quick and clear systems.
- Creating conducive situations that enable the job seekers to get clear, timely and quick information by identifying and advertizing the job opportunities in the fast growing of our economy.
- Introducing and strengthening the system that plays its role in prevailing industrial peace and increases the productivity of the workers by creating awareness about the quick growing of industrial sector and vast agricultural activities among the workers. And implementing the communal agreements reached with 254 large factories and 12,985 middle and small institutions on basic conditions of work, health and security.
- Making the local administrations and the people to monitor and support to the employers and hundred thousand daily laborers who take part in vast agricultural sites (Humera and Golgol Raya) and mining places by coordinating with responsible bodies.

#### 4. Introducing and strengthening the system of accountability.

- Taking the civil service reform program as a key strategic action and introducing them fully in order to make our tasks effective, quick, standardized and to accomplish them in a way they prevail accountability.
- Expanding the system of monitoring and assisting programs that make to be engaged in a work and following the trend of strengthening it continually.

#### 5. Following the direction of growing investors' participation.

- Making investors to participate in constructing and establishing recreational and sport centers.

- Involving developmental institutions and investors in establishing and strengthening sport clubs.

#### 6. Mobilizing monetary, personal and material resources for the accomplishment of tasks entirely

- Collecting monetary, personal and material resources from in land particularly from the community permanence and following the trend of making this to be continual.
- Participating private investors in the strengthening and improving of sport clubs.

#### 7 Working on Cross-cutting Issues

Bureau of Youth and Sport Affairs will give emphasis on cross-cutting issues like prevention and controlling HIV/AIDS, environmental protection, population, gender, and youths.

8. Working as direction to improve youths economically, socially, and politically by collaborating with stakeholders.

### 3.6.4 Justice system and security

#### 3.6.4.1 Justice

**Objective 1:** Facilitating the task of legal accusation and plead in court case efficiently and effectively to assure the developmental activities of the society so as to reduce and eradicate poverty and increase the benefit of the government.

**Target 1:** Achieving a 90% success of resolving crimes caught red handed in 5 hours of time.

**Target 2:** Making sure that all crimes to be well supported with evidences and take 3-32 days to be resolved based on their complexity

**Target 3:** By stabilizing and assuring the accessibility of the service, reducing the cost of the accusation and plead in court case by 90%

**Target 4:** By making efficient accusation and plead in court case working for 95% of criminals to be punished based on their crimes and files that are dead to be effective in 100%

**Target 5:** Assuring the charges of the civil codes that prosecutors make on behalf of the government to be 90% effective and 100% practicable

**Target 6:** In the cases that the government is charged providing effective defense evidences so as to solve them in 95% of wining

**Objective 2:** Satisfying citizens with the provision of services on treaty and evidence by making fast and effective of.

**Target 1:** Working to make the service of treaty and evidence to be a 100% based on the rule.

**Target 2:** Working to attain for 95% of the completion of simple case in 5-15 minutes and complex cases within 2 days and ensure the satisfaction of beneficiaries to be 100%.

**Objective 3:** Using research findings in drafting laws, participate the society and incorporating it in curriculum development.

**Target 1:** Facilitating the drafting of laws and discussing it in the cabinet to be finished in 30 days and attaining 100% completion of the task.

**Target 2:** All the drafting and educating of laws should be accomplished in the scheduled time standard 95% and working for gaining the acceptance with the concerned bodies.

**Objective 4:** Working by giving special attention to gender issues, prevention of HIV/AIDS, population and environmental protection, elders, handicaps and children so as to assure their benefits.

**Target 1:** Making the number of women participants in the drafting of laws to 50% and assuring 100% of women beneficiary.

**Target 2:** Giving due attention to crimes committed on women and children attaining 95% of the criminals to receive proper punishment.

**Target 3:** Working to raise the awareness of workers on HIV/AIDS so that 75% of the workers can make a voluntary self checking and help to those who lost their parents

**Target 4:** Providing 100% aid to elderly people, disables, children and women victims of crime indigent litigants.

**Target 5:** Working to educate the society about the rules of the natural resources and punishing those who destruct the natural resources.

### **Implementation Strategies**

Working for the attainment of overall improvements in the tasks of the justice system in order to ascertain the stability and continuity of the developmental activities and ensure the benefit of society. To facilitate the services provided in the justice the following directions are designed.

- Providing evaluative trainings to improve the capacity of performance of the administrators in all levels and distributing the quality experiences.
- To build competent development vanguards in all levels, the gaps in attitude and professional ability of every administrator should be assessed and supported with training.
- Following a trend that facilitates the participation of the society in planning, evaluating and other activities of justice. Performing all activities of justice based on the schedule and assuring them using check lists.
- Creating and harmonizing different organizations to develop the attitude of workers as they are servants of the society. Introducing a system that advances the effect of organizational attitude of the justice system in the workers and measuring their work based on their performance.
- In all activities of the justice giving special focus on issues of gender, prevention of HIV/AIDS, population, environmental protection, elders, handicaps and children.
- Searching ways for strengthening the internal resources and finance and introducing methods of using resources in cost reducing way to be used in the justice system.

### 3.6.4.2 Combating Corruption

**Objective 1:** Working for the up lifting of the capacity and ability of the anti corruption forces to be successful in combating corruption in an organized and perpetual way.

**Target 1:** To improve the organizational capacity of fighting against corruption working for 80% success of the mission of the 840 officers of ethics to be role models.

**Target 2:** Researching 50 fields of work in governmental organizations and developmental institutions that are exposed to corruption to collect tangible data that help to combat corruption and attain 90% public trust. In doing so it is hoped that the activity will help to track corruption.

**Target 3:** Establishing and introducing registration system of the wealth of government authorities and civil servants to track opportunities for corruption to appear in 100%

**Target 4:** In the anti-corruption campaign increase the number of informants up to 100 by the end of 2014/15. Resolve 300 corruption crimes in a way that they get 95% approval by the prosecutors.

**Target 5:** From the documents of corruption crimes which are approved/evidenced and charged winning by 90%. By doing so, returning 95% of the corrupted wealth to government.

### Implementation Strategies

- Focusing on building development work forces in order to create societal organizations that actively participate in the combat against corruption.
- Focusing to create transparency in the land administration, market, tax evasion and collection, revenue, justice service, registration of assets owned by political leaders and public officials.
- Using methods that help to identify the areas of services and operational systems which are easily susceptible to corrupt practices in order to uproot their operational system and drain every sources of corruption.

- Taking measure to collect feedbacks from different parts of the society and government organs to measure and evaluate ongoing performances.

### 3.6.4.3 Security and Good Governance

**Objective 1:** In our region, to ensure the supremacy of law and maintain good governance taking measure to avoid traditional methods of preventing crime. Introducing effective and efficient operational system to bring a radical change in the prevention of crimes before they appear and minimizing the crime opportunities. By doing so creating suitable conditions that can actively participate the society in poverty reduction activities.

**Target 1:** Providing 24 hours security service to all environments in a continuous way and assure 95% satisfaction of the beneficiaries.

**Target 2:** As there is a request for help, approach the areas to provide help in 10 and 30 minutes in urban and rural areas and working to attain 90% satisfaction of the beneficiaries.

**Target 3:** To enable the public participate in the prevention of 90% crimes, continually organizing and preparing quality education which is based on their demand. The education has to take not more than 1:30 hours in one meeting and other methods.

**Target 4:** Using 24 hours research based and public participatory follow up to prevent crimes before they took place. In doing so working for 80% of reduction of crimes and assuring 90% satisfaction.

**Target 5:** By researching and monitoring elements of conflicts resolving them in 45 days and reducing the expenses for coming to and fro from 12,000 – 37,000 ETB to 70 – 420 ETB. Making sure this attains 90% satisfaction.

**Target 6:** Working to introduce community policing in all areas and increase the participation of the public in crime prevention to be 100%. To make the information exchange to be operational in preventing crime creating conditions to be transparent and modern.

**Objective 2:** Creating conducive rehabilitation situations which are operational to have prisoners who squeamish and cannot stand for a crime to happen, who have knowledge and vocations and use them to be active participants in the developmental activities and free from dependency.

**Target 1:** Making sure that 95% of the prisoners early begin rehabilitation.

**Target 2:** Making sure that 95% of the request for trial is resolved in 2 days

**Target 3:** Making sure that 95% of the request for excuses is resolved in 1 month

**Target 4:** Working for 100% providing quality certificate for the education and vocational training prisoners get.

**Target 5:** Assuring for the counseling and justice service to create 95% prisoners who crime squeamish.

### **Implementation Strategies**

- Working for the three development work forces to be cooperative in filling/complimenting the gaps they have in the supplies of attitude, ability and knowledge so as to produce the expected outcome.
- Following approaches that help to avoid the attitude the society have about security service as if it is the business of the security bodies. Working for awakening the understanding that security service requires participation of all parts of the society and creating and strengthening organizations that participates all parts of the society in their labor, material and information.
- Disclosing the organized and well analyzed best experiences obtained by doing survey study in various meetings and forums and disseminating them to other areas properly.
- Exerting maximum efforts to realize and changing into practice the communal goals by strengthening the system of supporting and monitoring in every main and supportive work, making the system to reach to Kebelles and doing other complimentary works.

- Fulfilling various manuals, rules and principles which are crucial to facilitate the operation of the works and creating awareness in all the workers and other concerned bodies so as to realize its implementation.
- Enabling the administrative bodies to grasp the strategic plan of their office and make the lower levels which are under them implement the plan by preparing annual plans and changing in to practice.
- Following the trend of controlling crimes ahead within the country and around the borders by studying and identifying the causes and the threats of crime and corrupted executions before they actually happened.
- Doing efficient performance and strengthening the financial capacity of the office by introducing a system that enables to utilize the budget economically.
- Making every manager to evaluate by his/ her performance and score the desired outcomes; to do this, the system of working in group in each main and supportive work and responsibility will be strengthened.
- Working for the operations which demands inter-sectoral involvement collaboratively and assuring their practicality and working focusing on demography, women affairs, elderly people, children, disables and environmental protection.
- Creating efficient workers who overcome the problem of skill and knowledge and well qualified to accomplish the programs by building the capacity of performance. Providing timely and quality service so as to ensure the satisfaction of clients implementing the system that makes workers to be evaluated and praised based on their achievements. .

### **3.6.5 Political Activities**

#### **3.6.5.1 Public and Governmental Relations**

**Objective 1:** Creating public relation officer that achieves the missions of public relation by equipping modern organizing systems.

**Target 1:** Adjusting the present organizing system of public relation based on research and reforming it in the next year.

**Target 2:** Making the inadequate activities of modern public relation to grow and to go in line with the development of modern times by introducing a system that can be increased and improved.

**Objective 2:** Creating conditions which enable the majority of the people to support governmental plans and to participate in democratization process, good governance and full transparency extensively.

**Target 1:** Carrying out general and communal understanding with the people next year about building democracy and good governance of the coming five years plan.

**Target 2:** Doing extensive activities on public relation to avail active and organized participation of the people on building democracy and good governance which are planed every year.

**Target 3:** Making the positive image of our region to be recognized by the community based on the improvements on democratization and good governance.

**Objective 3:** Doing endeavors for the visibly seen changes to be recorded by creating conducive condition on Public Medias development of our region.

**Target 1:** Exerting effort to improve the existing numbers and kinds of Medias by 30% in the next five years

**Target 2:** Creating Medias that can be compared with other Medias of our country and play leading role by eliminating attitude, skill and implementing problems within the coming three years

**Target 3:** Creating conditions which enable to minimize the existing problem on Media coverage and distribution and in the next two years making all the medias to have the system of organization which capable them to cover and to be accessible to all zones.

**Target 4:** Doing endeavors to make the flow of information quick and improve the right of the people to get information in a visible way, and growing the satisfaction of the beneficiary of people to 80% by working in harmony with the Medias.

**Objective 4:** Strengthening the work public relation to smoothen and fasten the people-government relation, to make people's voice to be heard by the government and governmental plans to be supported by the people.

**Target 1:** Creating suitable condition next year to strengthen the work of public relation that has been commenced recently using modern organizing systems.

**Target 2:** Making the people and government officials to discuss on crucial and timely issues and functionalizing this strongly as of next year and making governmental messages to reach the people.

**Objective 5:** Creating a swift way of providing data by establishing the system of organizational relation with partner institutions.

**Target 1:** Establishing a system in the first year of the strategic period that makes the relation with partners to be swift, organizational and based on principles.

**Target 2:** Improving and reaching the spirit of cooperation created among the workers of governmental public relation officers to a better standard in the next two years

### **Implementation Strategies**

- To accomplish organized and adjustable performances of information communication at national mainly at regional level, it is mandatory to adjust the gathering, organizing analyzing, and distributing information with policy and strategy to bring effective result.
- Identifying state and message in top national and regional agendas and using them for the intended purpose by creating conducive atmosphere and making the state and message to be the prime topics of the media and other information agencies.
- Making best experiences of public relation performances of the governmental offices and the medias to be disseminated in all of the sectors
- Making programs to be recorded attentively and to go in line with the demand and interest of the people and the government. Preparing programs to be presented in the future based on the previous accomplishments.

- Following the trend of challenging the issues that could result social disorder, exposing the evils of development, encouraging to those who have significant role in development, collecting and arranging ideas which are useful to the policy and strategy and performing tasks that strengthen social relation of the people.
- Growing the beneficiary of the people by creating development work forces that grasped advanced mentality, accepted the developmental and democratic opinions in belief and in practice resist rent-seeking and have readiness to accommodate modernity and other positive changes.
- Making the public relation officers of all levels to depend on achieving tasks, collecting timely and valid data and forming platform which enable the public relation officers to give tangible response.
- Performing tasks by giving special attention to gender, HIV/AIDS, disability demography and youths.
- Establishing strong inter sectoral relation from region to kebele with public relation of governmental offices, the office of federal communication affairs, and with private and governmental Medias to lead the information system of the region and make it fruitful.
- Making history, heritage, legend, the culture and language of the society and the improvements to get public attention in order to put forward the image of our country and region.
- Creating and strengthening favorable situation that fosters the future development of our country. And performing public relation works that help to establish stable, democratic and developmental government by focusing on the tasks which have high contribution to achieve the objectives of millennium development goals

## Part Four

### Financing the plan

Finance is one of the decisive inputs needed to successfully implement the objectives, targets and strategies proposed in this plan. To accomplish the five years strategic plan (2002 -2007 EC), the amount of finance expected to be obtained from different financial sources is presented in table 11 below

**Table 11: Financial Plan for the Five Years (2010/11-2014/15) Strategic Plan by source  
(In Millions of ETB)**

No	Financial source	Year					Total
		2010/11	2011/12	2012/13	2013/14	2014/15	
1	Federal grant	1,696.6	1,929.8	2,163.0	2,396.3	2,629.5	<b>10,815.2</b>
2	Regional revenue	906.4	1,354.7	1,703.0	2,051.3	2,290.6	<b>8,306.0</b>
3	Aid	2,046.5	2,046.5	2,046.5	2,046.5	2,046.5	<b>10,232.5</b>

Total	4,649.5	5331	5,912.5	6,494.1	6,966.6	29,353.7
-------	---------	------	---------	---------	---------	----------

**Source:** Plan and Finance bureau

The basis considered in the financial estimation put in table 11, is with the belief that most of the finance required to implement the five years strategic plan is mobilized from Inland Revenue and to this end the new taxation system is implemented and integrated effort is made at regional and national level to mobilize high revenue. Fair tax system should be strengthened and enforced so as to make tax payers understand the fact that the taxes they pay is used for development of their region/country and timely pay their levied taxes accordingly.

On the other hand, taking into account that the food security and safety net programs which were carried out in our region in the previous years will be strengthened and continued in the next five years, the budget that has been allocated for these programs is expected to be improved and maintained in the upcoming years. . Moreover, it is assumed that there will be large number of aid programs in areas of agriculture, water, mines and energy and social development sectors.

### Expenditure Demands

It is estimated that a total amount budget ETB 33.7 billion is required to succeed implementation of the objectives, targets and strategies the Tigray Regional Government set to be undertaken via its different institutions, in the next five years. The total expenditure required for capital, recurrent r, and pro- poor sectors is detailed in table 12 below:

**Table 12: Finance by type of expenditure (in millions of ETB)**

Type of expenditure	Years					Total
	2010/11	2011/12	2012/13	2013/14	2014/15	
Total expense	6641.1	7699.8	7841.8	7781.3	6466.3	33,730.90
Recurrent expense	836	927	997	1,048	1,112	4,920
Capital expense	5,884.90	5,669.90	5,943.10	5,801.60	5,511.4	28,810.90
Pro poor sectors	Years					
Agriculture and food security	1666.7	1699.7	1717.5	1736	1753.8	6929.1
Education	1047.4	808.8	829.7	881	857.8	1528

Health	310.8	294.9	339.6	347	325.3	1618
Road	733.6	910.8	915.6	875	514.7	3225.2
Water	1927.7	1927.7	1927.7	1927.7	1927.7	9638.5

**Source:** Plan and Finance Bureau.

As indicated on table 12, from the total expense, 24.5 billion is allocated to poverty related sectors and the remaining 9.2 billion for capacity building, good governance and democratic system. On the other hand, as can be understood from the budget demand versus expenditure demand provided in tables 11 and 12 respectively there is 4.4 billion budget deficit. It is believed that the budget deficit is expected to be covered by Relief Society of Tigray, Tigray Development Association and other development partners. Moreover, the deficit can be met by community participation, Tigrian Diaspora and friends of Tigray.

### **Additional manpower requirement**

To implement the five years (2010/11-2014/15) strategic plan, 19,438 man power is needed in addition to the man power existed in 2009/10. Out of the 19,438 needed man power, 14,650 would be experts and the remaining 4,788 are administrative staff.

## **Part Five**

### **Monitoring and Evaluation System**

To track the implementation of the five years strategic plan and rectify identified problems a monitoring and evaluation framework should be in place. It is thus necessary to identify the role of stakeholders/institutions and their duties and responsibilities that will take part in the process of monitoring and evaluation. Hence, the bodies that take part in the regional monitoring and evaluation system are listed here below:

#### **A. At Regional Level**

- Regional Council
- Regional cabinet
- Bureau of Plan and Finance
- Regional Bureaus and agencies
- Tigray Development Forum

## **B. At Woreda Level**

- Woreda Council
- Woreda Cabinet
- Woreda Plan and Finance Office
- Woreda Offices and
- Woreda Development Forum.

**The duties and responsibilities of each sector are described as follows:**

### **Regional Council**

It is obvious that the regional council holds two regular meetings in a year. In the regular assembly the council commands the regional cabinet to present a consolidated report on the performance of the five years plan of the region for discussion. Based on the discussion the council forwards remedies for identified and monitor for its implementation

### **Regional Cabinet**

In its semi annual and annual meetings, the regional cabinet should hear a consolidated semi annual report in January and annual report in June that are prepared and presented by Bureau of Plan and Finance. The report should be presented in such a way that it evaluates the sectoral objectives, targets and strategies and provide remedies for identified problems

### **Plan and Finance Bureau**

It is known that the Bureau of Plan and Finance has the duty of planning the economic development of the regional and monitoring and evaluating its implementation. Hence, by analyzing the reports on performance of the Growth and Transformation plan received from regional bureaus, agencies and woredas, the bureau should present the report to the concerned bodies. Moreover, in the mid term of the strategic plan (in 2012/13) the bureau undertakes a mid term evaluation and presents the reviewed strategic plan to the concerned bodies. And at the end of the strategic plan (2014/15) the bureau prepares and presents terminal evaluation to be discussed by relevant governmental and non governmental organizations, and submits the final consolidated report to all concerned. Besides, by gathering documents, evaluation reports and studies undertaken in each sector, the bureau uses them as inputs for regionally organized evaluations and studies. The bureau works to establish regional planning, monitoring and

evaluation system to reach to kebele level and designs and implements supporting strategies to develop the capacity of different bodies. The implementation of the Ireland Government's supported Poverty Tracking System will be strengthened and continued. The bureau ensures if sector bureaus prepare their respective annual plans based on their five years strategic plans, prepares a consolidated regional annual plan, presents to the Regional Cabinet for approval and follows up for its implementation, accordingly.

### **Bureaus and Agencies**

Every bureau and agency has the responsibility to evaluate and monitor implementation of its five years sectoral strategic plan and based on the reporting period set by Bureau of Plan and Finance, they are required to submit periodic reports (quarterly, semi annual, 9 months and annual reports) to the same. All governmental offices should carry out their respective sectoral strategic plans mid term evaluation by FY2012/13, prepare a revised plan and strongly proceed with the implementation. The performance reports should be prepared based on impact evaluation of projects and programs.

### **Tigrai Developmental Forum**

This forum serves as a platform whereby different governmental, nongovernmental organizations, the private sector and civic society organizations take part to make sure if their need is incorporated in the regional five years strategic plan and enhance their participation, discuss and forward their comments on the contents of the strategic plan and results achieved through its implementation. After approval of the middle term strategic plan, two meetings will be held in the five years time to evaluate and discuss the results of implementation of the strategic plan and identified problems, and as such, valuable comments that substantiate the strategic plan will ultimately be generated and documented. This forum is led by the Regional President and the Bureau of Plan and Finance presents summary of the performance report.

Similarly in Woredas and kebelles the evaluation and monitoring of the five years strategic plan will be carried out. Specially, the wereda offices should submit their performance reports to their respective regional bureaus prior to the reporting period set by the same. .

### **Challenges and their Possible Solutions**

Shortage of financial resources and low implementation capacity are some of the key major problems expected to be encountered during implementation of the five years strategic plan.

To solve the expected financial shortage, the government has set a clear strategy. That is, in addition to the resource allotted by the regional government, every institution or body is advised to mobilize additional resources and effectively and efficiently utilize, accordingly. Especially, if we are able to utilize the donor supported budget and submit timely performance reports, there is a wider opportunity to mobilize additional resource to the region. Moreover, by primarily identifying public works that can be accomplished using communities own labor through making them aware of and willing to implement the tasks is also another alternative.

The other problem that will be encountering during implementation of the plan is the low implementation capacity. Despite the fact that governmental has been endeavoring to rectify the problem through designing and implementing different capacity development programs, the results obtained so far are not as required. Thus, in all development institutions and their structures still there is lack of development partnership, skill and supplies. To overcome these limitations and raise institutional implementation capacity, the government has put a clear strategy. Thus, by fully implementing all the civil service reform programs, providing short and long term trainings, strengthen the ongoing ICT expansion and help create efficient horizontal and vertical information communication, there needs to provide a timely decision to problems encountered at different levels.

Moreover, to help institutional procedures and functions become modern and transparent there needs to introduce systems and continuously proceed with their implementation. By doing so, it would be possible to improve the institutional implementation capacity through which we can implement the five years strategic plan and ensure the benefit of the entire society.

## Major Outputs of the GTP

By implementing of the 5 years growth and transformation plan with heightened partnership among the government, the public, development partners and the ruling party, the following deliverables/outputs will be obtained

- Food security at all households of the Tigray Region fully ensured.
- Creation of drought driven human death and migration avoided.
- . Gross Domestic Product (GDP) increased from 9.3 billion birr to 18.6 billion birr.
- The per capita income increased from 1927 birr to 3377 birr or from 257 \$ to 433 \$
- Harvest 58.2 million quintal by cultivating 1.2 million hectares using rainwater and 92.2 million quintals by cultivating 350 hectares of irrigated land. Totally, 150.9 million Quintals will be produced

### Similarly, in Urban areas

- Job opportunity grown from 193,286 to 416,373 and reduce unemployment to 13% and the daily per capita income increased to ETB 30
- All kebelles will be connected by constructing 5177 km all weather roads throughout the year. Moreover, for the first time in the history of our region, 556km long railway will be constructed up to Mekelle and the people will get better alternative transport facilities 75% of the kebelles will get 24 hrs.
- 75% of the regional kebell will become beneficiaries of a 24 hour electric service and all kebelles will be benefitted from telecommunication services.
- All rural and urban dwellers will be saved from water born diseases through provision of safe water supply to all. Beneficiaries
- By improving education quality lower the rate of detaining and dropouts in all grade levels to less than 1%.
- By providing and strengthening pre natal and post natal services in urban and rural,
- By providing and strengthening the service reduce maternal mortality by three-fourth and infant mortality by two-third.

