NATIONAL RANGE AGENCY IN SOMALIA: A CASE STUDY

By

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ABSTRACT

National Range Agency: A Case Study

This is a case study on National Range Agency as a whole, that is: Background Information, Organizational Structure, Personnel and Finance.

National Range Agency was created in 1976 as a parastatal. According to formal structure, National Range Agency goes under the Ministry of Livestock, Range and Forestry. National Range Agency was designed to carry out the following objectives:

(a) To develop and improve the environment particularly range management.
(b) To set up grazing systems and drought, famine reserves.
(c) To improve economy in terms of livestock production.
(d) To promote organization for guiding and educating livestock owners.
(e) To attempt to settle the nomadic people in order to avoid overgrazing which results in soil erosion and drought.
(f) To construct and rehabilitate wells in order to get water for people and livestock aspects of range management, Forestry conservation and Forestry development. National Range Agency comprises of five functional departments operating through the eighteen regional offices.
The five departments are:

1. Administration and Finance,
2. Forestry with anti-desertification,
3. Range management,
4. Wildlife,
5. Planning, training and research, and in addition to exercising its own day-to-day responsibilities, National Range Agency controls a number of projects.

This agency is designed to implement the government objectives on range development and animal production. The problem is the difference between plans and implementation. The agency has many constraints which hinder the implementation of the plans, these includes financial, personnel, communication and the structure problems.

It is summarized that the implementation record of National Range Agency is not as good as it should be. It is suggested that the agency should improve the actual implementation efforts considering financial availability, personnel performance and technical knowledge. If it is to do so it needs to improve planning among other things.

This case study is helpful to the agency or other agencies which have the same problem.
CHAPTER ONE

1. INTRODUCTION

1.1 Background Information

The Somali Democratic Republic occupies a total area of about 630,000 square kilometres, consisting of about 63.8 million hectares of which nearly 13% is suitable for crops, 45% for grazing and the remainder is non-irrigable land. The population is approximately 5.8 million according to the 1975 estimates with a rate of growth of about 2.9% per annum. About two thirds of the population is nomadic or semi-nomadic, about 20-25% are settled farmers and the rest are either government employees or traders, or engaged in some other businesses.

The climate is influenced by proximity to the Indian Ocean and the two monsoons. Generally the area is hot and dry and has been classified as semi-arid to arid. The average annual rainfall for most of the country is between 200-300 mm although the year-to-year variation and location to location fluctuation of monthly rainfall is pronounced. There are two permanent rivers in the south; the Jubba and Shabelle which generally run all year round although the latter is sometimes dry between February and March. In central and northern regions, water is a scarce commodity for nomadic population as the rainfall is often irregular and insufficient.
Livestock raising is Somalia's most important economic activity, accounting for approximately 50% of GDP and more than 80% of export revenues, besides providing inputs for a number of manufacturing establishments. The Kismaayo Meat Factory depends on livestock for supply of catte for processing, Mogadishu Milk Factory for supply of milk, and the Hides and Skins Agency for hides and skins and for the tanneries. It also supplies by-product feed which are most important to the development of the dairy and poultry industry.

According to a 1975 census, Somalia's livestock was found to be 33.7 million head, 3.7 million cattle, 5.3 million camels, 9.4 million sheep and 15.3 million goats.

As the Livestock Sector dominates the national economy, and directly involves the majority of the population, the government has paid due attention to develop production opportunities in the livestock industry and the preservation and development of rangeland resources. The threat to the destruction of range resources in Somalia through indiscriminate use of rangelands is equally felt. The 1974-75 drought had created deep fear and caused much concern both among the nomads and urban dwellers and public opinion has expressed a desire to ease possible future calamities, when they occur by developing anti-drought precautions. Livestock losses due to the drought which inflicted great hardship on those dependent on animals for their livelihood provided the government with a unique opportunity to counteract the ecological deterioration of the rangelands-De-Stocking as a result of the drought losses estimated at up to 30% of cattle, 40% sheep and goats and 20% of camels.
The rangelands of Somalia constitute one of the most valuable natural resources of the country. They cover 80% of the land area and the livestock production based upon them provided in 1978, 80% of foreign exchange earnings. Since the rangelands are so important, it is obvious that a national effort is required to ensure the continuity of their usefulness.

The National Range Agency was created to design and implement a national range development and management strategy. It is authorized and directed to design and implement range development plans, and to establish grazing and famine reserves. It is also authorized to create forest reserves, control the use of the forests and has responsibility for wildlife management.

1.2. Location of National Range Agency

With the headquarters department in Mogadishu, the National Range Agency is responsible for all aspects of the Rangeland which includes Foresting and Wildlife, Range Management and Research, and Training and Planning. In addition, there is a National Herbanium.

1.3. Financial Conditions

The National Range Agency is institutionally a non-profit generating Agency where large sums of its annual expenditures are funded through government budget allocation and small fees it gets from the people who use the forest and the wildlife produce. The normal routine activities are funded by the budget money. The agency also get development contribution funds from government and international organizations in carrying out development projects.
Some of the development projects which are run by National Range Agency through joint contribution are listed below:

(a) Northern Rangelands Development Project - jointly financed by Kuwait Fund for Arab Economic Development, the United States Agency for International Development and Somali Government.

(b) Central Rangelands Development Project - funded by the World Bank International Fund for Agricultural Development, United States Agency for International Development, The Federal Republic of German, Somali Democratic Republic.

(c) Care - Somali Aforestation Project - (Hergeisia) by United States Agency for International Development, and Government of Somalia.

(d) Eregano Forest Project - funded by the Oxfam of United Kingdom.

(e) Care Somalia (Hiran) by United States Agency for International Development and Government of Somalia.

(f) Africare Project (Jalalasis) - funded by Africare and Government of Somalia.

(g) Sand-dune Fixation Project (Adale) - funded by Arab Fund and Government of Somalia.

(h) Kalumow Forestry Project - funded by Caritas Somalia.

(i) Fuel Wood Productions Project (Merka) - funded by Danish International Development Agency and Government of Somalia.

(j) Community Forestry Project (Afoye) - funded by the Government of Somalia.

(1) Kaviolchi Prestry Project - funded by the Save The Children's Fund and Government of Somalia.


(n) Forest and wildlife Training Centre Project - funded by United Kingdom and Government of Somalia.

(o) Burao Institute of Range Management - funded by Government of Somalia, Faculty of Range Management by United States Agency for International Development and Somalia Democratic Republic.

1.4. Personnel and Development

One of the major constraints confronting the Agency since its establishment in 1976 is lack of qualified technical personnel. Given this situation, the agency has established vocational technical training schools. These have been implemented by the introduction of a Faculty of Range Management in the Somali National University. Thirteen students have graduated, another fourteen will graduate this year, and three post-graduate students came back from United States of America, nine staff members were sent to the United States of America for Masters Degree in Range Management Science; another six staff members were sent to United States International University - Africa, Nairobi for Masters Degree in Management and Organizational Development.

In-service staff training workshops and seminars are employed, resulting in the up-grading of skills. In
conjunction with local training, overseas scholarships are awarded to qualified technicians to pursue further education in respective technical fields. In addition to the above, Somalis working in different development projects have an opportunity to acquire expertise from the expatriates to whom they are attached and eventually take the places of their expatriate bosses when the contracts of the expatriate terminate.

In the appendix is the map of Somalia showing various regions and districts through which National Range Agency operates.

The eighteen administration regions and their different geographical location of the country are:

a) **Northern regions**: North west, Awdal, Toghdher, Sool, Sanage, Bari and Nughal.

b) **Central regions**: Muduh, Galgudud and Hiran.

c) **Southern regions**: Bakool, Gedo, Bay, Middle, Shabelle, Benadari, Lower Shabelle, Middle Jubbe and Lower Jubbe.
1.5 Purpose of the Study

At present Somalia faces the problem of desertification and productive lands are annually lost due to the spread of desert. There was also an enormous damage inflicted by the catastrophic drought of 1974 to 1986. This unfortunate state has created deep fear and caused a lot of problems. Also the risk coming from desertification has grown very high in Somalia and excessive usage of land has led to severe desertification to the land (i.e. formation of sand-dunes etc).

The major factor that has led to desertification are the population growth and also the ecologically unsound practices of usage of material resources. Most Somalis are nomadic livestock owners who have to move about in the rangelands whenever they wish in search of green pasture. Because there is no restriction to this movement, the choice of where to graze is made by each owner according to his own plan and wishes. The only limitation is the availability of water. Generally, the main cause of this movement relates to forecasts of the quality and probability of finding the forage. At the same time, the local step by step movement relates to localized selection by the animals themselves. Climate, obviously helps to influence the main movement.

The system is satisfactory and maintainable under two conditions:
1. Where population densities of livestock are low, and
2. Where rangeland is large enough and of sufficient variety to support the animals every year.
Yet, even when these conditions are found, it is certain that there will be an unplanned pattern of range-forage use and the easily accessible areas may be overgrazed or destroyed completely. In particular, the areas with the best forage and water will be heavily grazed and may afterwards be turned into desert or semi-desert. Another disaster is faced in areas with shrub vegetation. Apart from grazing, there is the cutting of trees for fuel, causing severe climatic conditions on the land. Trees and shrubs protect the soil from soil-erosion. Therefore, their removal leads to progressing of soil dryness and erosion. There is also particular damage in the rangelands by the unorganized utilization of earthen roads in as much as it is related to the appropriation of sizeable production on rangelands.

Destruction of sand topsoil, the emergence of soil deflation, and the uncontrolled movement of vehicles also cause big problems on rangelands.

Although the evidence for desertification is diffuse, and sometimes difficult to quantify, there can be little reasonable doubt that many environments have suffered serious damage, mostly by cultural practices. In Somalia, it is very common to see patches of sand dunes in places where they had not existed a decade ago. Unfortunately, most of the sand dunes are located especially in the central and southern areas of the country near the best cultivated areas.

These locations have agricultural potential and are the important national highways running parallel to the coast. The active sand dunes are approaching these areas and the potential agricultural lands and the highways are in danger of being covered by dunes. The Somali people need to understand
all these problems if they are to protect their environment and improve their lands.

1.6. **Scope of the Study**

The development of objectives for an organization is of primary importance since it determines the direction of the organization. Objectives are important, in that they influence the size and characteristic of an organization and affect the type of leadership required. However, the closest relationship is between objectives and the processes of planning and control. Plans are formulated in order to reach specific goals, and the control process measures the extent to which these plans are achieved.

As the author mentioned, the National Range Agency has goals and objectives to fulfill their planned activities. It is not clarified whether these goals and objectives had been reached. Therefore, the author would like to analyze and evaluate the existing operations and activities related to the National Range Agency.

The National Range Agency has plans to determine the course or direction to take, in order to achieve and provide a basis for estimating the degree of successful and unsuccessful activities implemented.

Plans are prepared for activities that require many years to complete. Also, it is important to analyze and determine the relationship between the different departments of National Range Agency. This means how these departments communicate, support, coordinate, each other.
1.7. Plan of the Case Study

This case study will consist of three other chapters following this introductory chapter. Chapter two will present historical data on the National Range Agency. Chapter three which will be the main body of the study, will present the analysis of qualitative data gathered on the organization. Chapter four will be a discussion of the findings, conclusions and recommendations. Following this will be the bibliography.
2. **HISTORICAL DATA**

2.1. **Background of the Organization**

The government is paying increased attention to developing production opportunities in the livestock sector with particular emphasis on improvement of the livestock community and preservation and development of the rangelands. Recent livestock losses due to drought which inflicted great hardship on those dependent on animals for their livelihood provided the Somali government with a unique opportunity to counteract the ecological deterioration of the rangelands. The losses estimated at up to 30 percent of cattle, 40 percent camels, relieved overgrazing briefly and allowed forage to regenerate.

In response to the government, the drought created the following range project. The government established the National Range Agency by law Number 23 on August 16, 1976 as an autonomous agency to design and implement strategy for arresting of environmental problem faced by the country at large.

The National Range Agency (hereafter referred to as the NRA) was authorized to:

1. Establish grazing and drought reserves.
2. Promote organization for guiding and educating livestock owners.
3. Promote a technique of fodder development.
4. Map the rangeland and aid classified rangeland areas.
The National Range Agency having the responsibility for the rangeland areas of Somalia, clearly needs to initial a concerted programme of erosion control in the country.

The National Range was also made responsible for the country's forestry and wildlife protection and development work.

2.2 **Major Crisis**

As a development institution in a Third World Country, the Agency sometimes faces some staff problems due to the low salaries given to the staff. Due to the high cost of living existing in the country, salaries do not adequately cover the upkeep of the staff properly, hence some professional staff members seek other higher salary jobs in other government ministries, international organization, and non-governmental associations which pay more wages and salaries than the government. This creates loss of professional manpower to enable the National Range Agency to implement its projects. However, the agency has planned alternative steps for raising staff salaries, in order to retain qualified personnel.

There were increments of staff salaries in the whole country in 1980, ranging from 15% to 43% and again, in 1986 ranging from 15% to 40%. Although there was an increment of staff salaries, there are wide gaps between scales, and the government is at present planning to revise the whole matter considerably.
2.3 Financial Crisis

As 84% of the country's national hard currency income depends on livestock export and livestock products, the commercial relations between Somalia and certain Arabian countries, particularly Saudi Arabia, and Egypt have existed for a long time. These being the only outlet markets for Somalia's livestock, market competitors have spread unreliable and unfounded information stating that Somalia's livestock has suffered certain contagious diseases like rinderpest and this propaganda destroyed the main export markets for Somalia. This has caused, the GNP (Gross National Profit) of the country to decline and in order to respond to the situation, the Somali Democratic Republic devalued the local currency after consulting and taking the measures of IMF (International Monetary Fund) and the World Bank. Devaluation of the local currency has severely affected the country in general and particularly the agency. The agency's development power has dropped considerably especially in the field of:

1. - purchasing essential equipment.
2. - recruiting qualified professional staff.
3. - availing enough fuel and spare parts.
4. - conducting, monitoring research programmes.
5. - training of manpower.
6. - enlarging the required infrastructures of office workshops.
2.4 National Range Agency's Performance Record

Since the Agency's establishment by law No.23 of August 16, 1976, it has reflected to the nation the major objective of its creation since then; it has carried out numerous development projects on Rangeland. The major Rangeland Development Projects are:

2.4.1 The Northern Rangelands Development Project:

The principal objectives of the project are to formulate and implement a comprehensive programme of range management in Northern Somalia. The project is supported by the Kuwait Fund for Arab Economic Development and United States Agency for International Development. It covers the regions most affected by drought at its inception and provide for equipment, transport, operating funds and technical assistance, personnel to carry out the following:

a) Subdivision of the regions into seasonal and drought - grazing reserves.

b) Establish two Fodder Farms in each district.

c) Develop stockwater structure as required by a range management plan.

d) Provide non-formal education to pastoralists in support of management.

e) Expand the training at the Burao Range School and develop a range management course at the Afgoi Secondary School

f) Expand the veterinary services in Northern Rangelands development project area.
2.4.2 Central Rangeland Development Project

Central Rangeland Development Project, encompassing an area of about 149,000 sq km. roughly the middle quarter of Somalia was initiated in 1981 with the principal objective being to improve the sustainable animal production in the central regions. It was also designed in response to the disastrous 1974/75 national drought. Support for the project has been provided by five donors:

a) International Fund for Agriculture Development.
b) United States Agency of International Development.
c) The Federal Republic of Germany.
d) World Bank.
e) Government of Somalia.

Official commitments were made for a period of six years, major components were proposed to introduce, implement and coordinate the development programme.

The range management component centred on the introduction of relevant range management technology, based on the results of aerial and ground surveys of vegetation, livestock and human population in the project area. Stock water development, veterinary services, soil and water conservation and forestry development were also planned as part of the overall range development programme, provision was made for formal training for the project.
2.4.3 Rural Water Rehabilitation Project

This is a project to rehabilitate 33 of 40 earthen reservoir with a capacity of 20,000 to 25,000 cubic meters each of water storage in the lower Shabelle, Middle Juba and Bay Regions - which were originally constructed by the European Development Fund during 1976-1979. The current funding is from United Nations Capital Development Fund, Italian Government and Somali Government. The National Range Agency has been given the responsibility of rehabilitating, operating and maintaining these reservoir. The work began in 1982 and at this time there has been the following accomplishments:

a) Construction of workshop and the establishment of repair and maintenance facilities in Mogadishu.

b) Rehabilitation of earthworks at 10 reservoir.

c) Rehabilitation of water distribution systems in 77 reservoir.

d) Training of 200 water attendants, mechanics, operators, drivers and other technicians.

e) Completion of a project document on livestock development and range management on three pilot reservoirs, one in each of the regions.

2.4.4 Current Anti-Desertification Programme & Project

This involves strengthening and intensification of coastal sand-dune fixation activities. The immediate objective of this project is the stabilization of sand-dunes on 1,200 hectares in five locations.
in the Shallambot area of lower Shaballi province. Activities include practical research trials on plant species and techniques suitable for sand-dune fixation, a survey and classification of shifting dunes in all coastal areas of Somalia, and the development of a programme for extension of activities to other affected areas. The project is supported by United Nations Sahelion Office (UNSO).

2.4.5 Refugee Areas Forestry Project

The project is principally concerned with institution building, re-afforestation and fuel production, fuel wood conservation, a natural resource / land use survey, a fuel wood supply demand assessment and project monitoring and management assistance.

2.4.6 Other On-Going Projects

There are many other projects currently being undertaken, most of these are related to the Forestry Development Programme:

- Forestry Assistance to Headquarters.
- Jalaloqsi Reforestation Programme.
- Hiran Refugee Forestation Programme.
CHAPTER THREE

3. ANALYSIS OF THE NATIONAL RANGE AGENCY

3.1. The National Range Agency

The National Range Agency has several departments and each department has various responsibilities as described here below.

3.1.1 Department of Research, Training, and Planning

It is responsible for establishing a network of meteorological stations in conjunction with other interested departments for the preparation of more detailed climatic data with a view to possible forecasting likely drought periods. It also has responsibility for preparation of a potential land use map relating vegetation, soil and current land use practices, and indicating potential carrying capacities of different rangeland areas, as well as water sources map, and collecting human and livestock data concerning the utilization of each watering point.

Range Research: This section has the responsibility for the following activities:

a) Evaluating exotic plant species under Somali conditions.

b) Evaluating of different methods of conserving fodder produced on the range or under cultivation.

c) Evaluation of a controlled grazing system utilizing various periods of rest.
Range Training

This is most important section because it is concerned with training. A major consideration is several different training methods available in the National Range Agency.

There also exist university level studies. Degree level training is executed by the Faculty of Agriculture at the National University of Somali in consultation with the National Range Agency. Students specialize in range management in three years, having done General Agriculture during the first two years.

There are two high schools for range students studying toward a diploma. After graduation they join the organization. Then they can take on-the-job training. On-the-job training is the most commonly used method in the training of employees.

Non-Formal Education

The non-formal activities are related to developing good understanding between the pastoralists and the organization. Information collected in the non-formal activities on humans and livestock, as well as on land use, is used by range ecologists to develop management plans, in their respective districts. All information to pastoralists is also relayed through the non-formal education. Non-formal education maintains an effective dialogue and two-way educational process between the inhabitants and the organization.
In this way mutual understanding, respect, and cooperation are developed, promoting community participation in development.

**Range Planning**

The planning unit up to the National Range Agency will be responsible for preparing an overall National Plan in detail as to how the rangeland can best be managed, including the forestry and wildlife aspects, in co-operation with other land users such as the Ministry of Agriculture, the Ministry of Local Government and Rural Development and the Ministry of Mineral and Water Resources.

3.1.2 **The Department of Range Management**

This department is responsible for improving range management. It is also responsible for managing a system of controlled grazing that is essential if the range resources are to be maintained and, preferably, improved.

It is responsible for famine grazing reserves by providing rangeland with a rest from grazing for certain periods which will enable it to recover and provide a long-term source of food. These reserves would be opened to the pastoral population as required by seasonal conditions. It is expected that all available forage within them would be consumed during the period of drought and that their rehabilitation would be assured in the following favorable rainfall period, when all grazing within the reserve would normally be prohibited.
Association

The grazing of a given area will be encouraged for the formation of a grazing association responsible for its areas. It is through the associations that the rural communities will be brought into contact with improved management techniques and some control of grazing will be achieved.

Water Points

One general cause of range deterioration is the concentration of large numbers of animals at a given water point. The National Range Agency plans to improve the watering of animals by:

(a) The establishment of a stock water service to develop, operate and maintain stock water supplies,
(b) The construction of new water points, either surface or borehole in association with grazing management plans for the areas,
(c) The introduction of controlled grazing around existing water points,
(d) The reticulation of water from existing water points to provide a more even distribution of livestock in a given area.

Soil and Water Conservation

This section was designed to provide the conservation measures to help correct serious erosion problems resulting from prevailing land use practices. Where the rangeland ecosystem is of a fragile nature, it is essential to protect the soil from erosion and to improve the denuded areas when possible.
The National Range Agency intends to follow up these activities by:

(a) Expanding and maintaining the work in areas already started,
(b) Commencing activities in areas as requested by the regions,
(c) Preparing management plans for watershed areas incorporating all aspects of range management,
(d) Working closely with the non-formal education programme so that rural communities are made aware of the problems of soil and water conservation and means of combating them.

Demonstration Ranches

The National Range Agency aims to have at least one demonstration ranch in each region to function and to:

(a) Give practical modern range management techniques, and
(b) Serve as a centre for regional non-formal education programme.

Each demonstration ranch will, where possible, be sited in an ecological area typical of that region and, although the ranches may vary in sizes, they should be approximately 6404 hectare each.

Documentation Centre

Various documents have been produced related to livestock development on Somalia and similar areas in the world. The Documentation Centre is finding surveys concerned
with all of Somalia, producing volumes of information in maps and reports collection. The presentation and orderly arrangement of all these is essential.

The purpose of all this collection is to make the information available for use by researchers, planning managers, scholars and other interested institutions and individuals.

3.1.3 **Department of Forestry**

This department is responsible for making plans to reserve and manage the natural wood growth, to improve natural regeneration to ensure full protection of the mountain watershed, so vital for conservation of water resources. The functions of the department are:

(a) To establish a programme of management of the natural woody vegetation in a manner which will improve the natural regeneration and provide substantial supplies of wood, wood products and fodder.

(b) It is responsible for establishing a tree planting programme for the purpose of providing firewood and timber to meet, in high proportion, the needs of the population,

(c) To organize and operate a research programme to select the best timber species and assess the best methods of management and utilization of the natural vegetation.

The general activities which the Forestry Department is doing are:

1. Nurseries
2. Shelterbelts
cooperatives Forest Nurseries in the areas provide seedlings for plantations.

3.1.4 Department of Administration

This department is responsible for matching the jobs and people through the preparation of specifications necessary for administration positions. It is also involved in appraising the performance of personnel, training and retraining of people to fit the needs of the organizational position. Developing methods by which people will respond with maximum effort and increased satisfaction is also one of the functions.

The functional aspects of personnel management includes recruitment of personnel, placement of personnel in their proper positions within the structure, training and development of personnel to suit the Needs of the organization, and service activities directly related to the welfare of personnel. Also, to organize the budget of the organization and prepare accounting and planning tools. The department is expected to:

(1) Guarantee that the essential equipment, machinery and materials are ordered in good time for implementation of activities.

(2) Guarantee that the essential finances are made available from either internal or external sources.

(3) Develop and improve office procedures with regard to filing, indexing and provision of services such as typing, photocopying and drafting.
3.1.5 Department of Wildlife

Numerous species of wildlife are found throughout Somalia. Certain species are restricted to certain areas and the greatest concentration of wildlife both in species and in density lies within the southern regions of the country. Wildlife found includes Gazelle, dik dik which occupy the same habitat as livestock and predators, such as Jackals and Hyaenas which kill young small stock. Pastoralists kill predators as vormin. However, little is known about the ecology of the wildlife species including their relationships with livestock.

As the human population has increased and disease control of domestic stock has improved, there has been ever increasing pressure on the land for grazing and cultivation whilst the prime objective in Somalia at present is to preserve wildlife resources, the aspect of utilisation should not be over looked.

National Parks

As mentioned above there are in theory eleven reserves of one type or another but only one receives substantial inputs from the wildlife department and that is the Bush Bush Game Reserve.
National parks are primarily concerned with the protection of wildlife species in their natural environment but they also fulfil certain other functions such as:

a. Enabling research to be conducted under controlled conditions.

b. Providing an educational facility so that the value of wildlife may be appreciated.

c. Providing recreational facilities in the form of Game Parks to attract and influence tourists so income can be raised.

Game Reserves

The value of game reserves is as the name implies providing conditions under which game species can exist under their natural environment without any interference whatsoever by man. Game reserves may exist as an entity in themselves but more often they are associated geographically with National Parks and in this way provide a reserve wildlife which can move in and out of the park. The movement may be affected by such factors as season, breeding habits, fodder availability or human interference.
3.1.6 The Process of the Delegation

The General Manager delegates his power through the heads of the departments and the Regional Directors and during his absence the General Manager empowers the more senior officer in the agency to act on his behalf and this enables the delegation to reach up to its lowest level which are the Districts and working sites.

The Regional Managing Directors are responsible to the General Manager of the National Range Agency in Mogadishu. They carry out all the duties concerned with the administration and management of the rangelands in the region.

They coordinate the activities of Ministries concerned with rangelands and could also be responsible for the effective co-ordination of the two arms of the National Range Agency in the field, mainly training and education and rangeland administration.

The Regional Range Officer under the General Director supervises the activities of the District Range Assistant and other Assistants. He is responsible for the various range activities in the region which include the implementation of project components, the management of the range reserves and town shelter, belts, the supervision of the watering points, and the maintenance of the dialogue with the pastoralists with the range investigation team and with
monitoring teams. He is assisted in his work by a Regional Range Assistant. The Regional Officer is located in the regional capital.

The District Range Assistants are responsible for overseeing the management of the reserves in their districts, where they supervise the range guards and keep records of numbers of livestock and people using the reserves. In addition to these duties, the District Range Assistants also provide advice to the pastoralists on animal husbandry. They liaise closely with the District Range Educators in establishing and maintaining the communication links between the pastoralists and the administration.

3.1.7 The Organization Chart

Provided on the next page is the organization chart National Range Agency. It shows all the departments described above and the hierarchy arrangements.
3.2 Institutional Territory of National Range Agency

The National Range Agency is a semi-autonomous government parastatal established in 1976 with the chief executives - the General Manager, reporting directly to the Minister of Livestock, Forestry and Range. The agency has wide legislative powers on overall aspects of range management and is also responsible for forestry conservation and development. The agency's term of responsibilities are not only confined to the coordination and implementation of such land resource development as forestry, wildlife and range, but at the same time cover livestock and water development, and the guiding and education responsibilities of livestock owners.

The National Range Agency operates through five functional departments each controlled by a director: Administration and Finance; Forestry with Anti-desertification Unit; Range and Environment; Wildlife, and Planning, Training and Research. In addition to exercising its own day to day responsibilities, NRA controls quite a substantial number of development projects, including Northern Rangeland Development Projects, Central Rangeland Development Projects, within the livestock and forestry sector.

In order to carry out its activities in each and every district of the country, the agency established regional, district and village offices all over the country. The highest regional National Range Agency representative is called "Regional Range Director, while
the district level officer is District Range Officer. The eighteen administrative regions of the country, grouped into three zones are:

(a) **Northern regions**: North West, Awdal, Togdher, Sool, Sanag, Bari and Nugal

(b) **Central regions**: Mudugh, Galgudud and Hiran

(c) **Southern regions**: Bakal Gedo, Bay, Middle Shabelle, Benadir, Lower Shabelle, Middle Jubba and Lower Jubba.

In 1980, additional funds were provided to the agency under International Development Association credit 906so (Central Rangeland Development Project) to strengthen National Range Agency. This support included technical assistance, infrastructure, vehicles, equipment and training facilities. Economic constraints have however caused severe pruning of the financial allocations National Range Agency receives from the government for the implementation of various development projects aimed towards the most important field or improving the sustainable animal production in the country through the introduction of proven range management principles and practices. In 1983 and 1984, the allocations were SS 68m and SS 38m respectively, (National Range Agency 1985). In 1985, a further budget reduction to SS 24m has also been seen. As National Range Agency still maintains a work force, excluding Central Rangeland Development Project staff, of 2053 people, available funds for operational budgets must be severely constrained.
Within the institutional framework, the role of the Ministry of Interior (MI) is one of special interest and reflects the attempts of the government to decentralize government function at regional and village levels, substantial statutory powers have been delegated to Regional Development Committees (RDCs) giving them responsibilities for any social or economic activity in the public interest. Local authorities are empowered among other things to incur expenditure, collect taxes and borrow funds.

As these activities include soil, water, range and wildlife development, the role of Regional Development Committees and local authorities must be clearly recognized in the planning and implementation of development programmes.

The development of water resources in Somalia is of prime importance and overall responsibility rests with the autonomous Water Development Agency (WDA) whose General Manager reports to the Minister of Mineral and Water Resources (MMWR). Statutory powers have also been delegated to regional and district authorities and the National Range Agency itself has legislative authority to control the use of resources for stock water purposes. A National Water Board constituting of representatives of Minister of Mineral and Water Resources, Minister of Livestock, Forestry and Range and Ministry of Interior together with the General Managers from the National Range Agency and Water Development Agency should convene periodically to formulate and review policies. In practice, these meetings rarely take place and Water Development Agency tends to confine its role to the development and operation of boreholes, while the National Range Agency concentrates on surface storage work and
shallow wells. In such circumstances, an overlap of functions is inevitable.

Coordination activities also exist between the agency and National Co-operative Association whereby a certain association involves the business of production and marketing activities of charcoal and wood products. As indiscriminate overcutting of trees in high sensitive areas will lead to desertification problems, the association has to work in close relationship with the agency to control production and at the same time be advised about the adoption of proper techniques for charcoal burning and wood exploitation measures.

Working with the above relationships to co-ordinate various rural development aspects carried out by different governmental and International Bodies, the agency exercises its responsibilities and obligations through the regional and district offices.

As the development activities implemented by the agency have various dimensions, the author will now classify them into their different fields and discuss them separately.
3.2.1 Range Management Activities

The agency's objectives toward range management is protecting, improving and maintaining the productivity of the range resource with the optimum production in a sustainable way as needed.

Several data collection exercises conducted by the agency showed that communal land use system and unavailability of proper water sources in most areas enhance overgrazing and puts stress on potential rangeland water resources which eventually create severe desertification problems. In response, the agency introduced grazing control as an intervention measure with simultaneous stock water development projects. In order to make these important activities more comprehensive and recognizable the following is a list of the individual tasks created to reverse range deterioration problems in the country:

(a) Seasonal Range Reserve (SRR)

During the two wet seasons and early dry seasons, seasonal reserves (each 400 sq. kms) are protected from grazing by local range guards, then opened for grazing later in the dry seasons. The
purpose for their restricting is to improve both vigor and productivity of the vegetation. At present, there are 110 reserves of this kind in the districts.

b) **Famine Reserves (FR)**

Famine or drought reserves are another system which reserves fodder banks to be used only during times of stress and great need. Famine reserves (each 600 sq. kms) are changed after four to five years in order to reduce the influence of bush invasion. The agency has so far established 64 reserves in the country.

c) **Sand Dune Stabilization**

Sand dune cover approximately 5,100 sq. kms extending along the coast of Indian Ocean. Enlarging projections of large mountain heaps of sand, threatening settlement centres of agricultural areas, towns and dismantling main transportation flows continually move towards the inland each year. In combating this catastrophe, the agency has created various projects to estabilize the dune movements by establishing windbreaks, shelter belts and reserving the most sensitive areas to protect from further exploitation for grazing animals and cropping. Considerable success achieved in this field encouraged the agency to continue further projects for dune fixation.
d) **Co-operative Ranches (CR)**

The idea of forming co-operative ranches was inherited from UNDP range project which ended in 1971. At present, there are more than eleven ranches in the north. Through co-operatives, ranches can be well manipulated to correct some of the evils which are customary to nomad rangeland use. Though the concept of cooperation is not new to rural communities, the procedures involved in the set-up of co-operatives and their operations are beyond the nomad's ability to swallow at one go. The process of sharing inputs and benefits, the semi-permanent group action and the necessity to observe by-laws and regulations, whether financial or organizational, are all new concepts which the nomad has to adapt himself to.

e) **Range and Livestock Associations**

Rest-rotational grazing scheme was developed along the coastal plains in central Somalia for the purpose of improving vigor and productivity of the vegetation. The association’s reserve land was divided into eight to twelve blocks. The objective was set to give one and a half years (three successive growing seasons) rest to about 25% (two to three blocks) of the association at a time. At the end of this period, rested blocks were to be opened for grazing and another set of blocks closed to grazing. Following four repeated rests of each block, (about 16 years) vegetation vigor was expected to be high
enough to allow a shortened rest period.

Rested blocks were aligned so that traditional movement of stock was restricted as little as possible and most wells would be outside or at the edge of rather than within protected blocks. Local pastoralists were involved from the beginning through the association committees in:

(a) Promoting the acceptance of the concept,
(b) Planning the location of blocks to be rested, and the demarcation of boundaries, and
(c) Assisting with subsequent field activities (provision of guards).

At present, the agency has established ten fully functional pastoral associations, but is is expected to create more in the future.

f) Fodder Farms

Measures were taken to increase fodder production which can be used when animal feed is short, particularly around the main centres where livestock export is conducted.

In 1984, the government established the Livestock Health and Marketing Project for developing livestock and marketing facilities, and since then, fodder production has become one of the new project’s area of responsibility.

g) Stock Water Development

It has been observed that range management schemes cannot satisfactorily operate if careful water development
projects have not been conducted simultaneously in conjunction with them. Furthermore, water shortage problems can also enhance overgrazing pressures around the existing water points. To ease the tension of water scarcity in rangelands, the agency conducts various water projects depending on the suitable kind of water harvesting techniques. Such projects that the agency implements include:

Establishment of boreholes,
Water reservoirs (with or without plastic beds, depending on the soil type)
Rehabilitation of existing hand-dug wells and construction of dams.

3.2.2 Forestry Development

Trees play an important role in the economy of a rangeland production ecosystem. Concern has been expressed about the regression of large Acacia Spp from some areas due to the deterioration of soil conditions from overgrazing and by overcutting for poles, fodder and fuel. Large vegetation structural units such as trees play a major role in semi-arid and arid environments through their action in breaking up wind currents and thereby reducing wind erosion which is the major erosive force in desert conditions.

The Government of Somalia is keen to exploit and expand the forestry resources of the country. A department of forestry development is established in the National Range Agency with senior staff and appointed
forest guards to protect the identified forests. The National Range Agency has instituted a system of control on timber gathering. Timber for building, furniture and scaffolding in Somalia is expensive and is available only in limited quantities. Part of the requirements of the country is produced from the Juniperus procera and Conocarpus lancifolius forests in the high escarpment in northern Somalia.

In addition, firm demand exists overseas for the supply of frankincense and myrrh. In fact, demand exceed supply. Somalia is the traditional supplier of these commodities.

In light of this, the agency has concentrated on three basic functions: conservation, production and organisation.

Forest Conservation

It is of utmost importance to conserve what you have properly before considering further measures of production because in a developing country like Somalia, the rate of forestry resource consumption is far more greater compared with the slow reforestation programmes. Moreover, forestry projects are very expensive to finance and even take many, many years to bear fruitful results. Therefore, in order to promote this important aspect of forest conservation, the agency has formulated programmes of reserving and management of the national woody vegetation
in a manner which will develop the natural regeneration to provide substantial supplies of wood, wood products and fodder. Mountain watersheds are also fully protected for conservation of water resources.

**Forest Production Activities**

The regional and district capitals are foci of large flocks and herds of domestic animals which are kept by the residents. The town, therefore, located in the centre of an area of rangeland is degraded by overgrazing and fuel collection. These areas are characterized by wind erosion, severe range deterioration and by excessive run-off. Livestock are unable to achieve their production potential under these circumstances. More important, living conditions in the town are made difficult by the dust which arises from the overgrazed areas, a situation which is aggravated by the continual trekking of the livestock between their encampments grazing areas and water points.

To intervene in this worsening desertification, the agency has established nurseries, woodlot and town shelter belts. Production activities can be subdivided into two stages: Nursery work and plantation.

**Nurseries and Woodlots**

The forestry department is responsible for the development of tree nurseries in the country and for the establishment of woodlots and plantations. Nurseries are now successfully operating and the largest nursery in
Central Somalia is capable of producing more 200,000 seedlings annually. Each district has at least a nursery to meet its demand.

Programmes of woodlots plantations are also going on throughout the country and thousands of hectares have been established. Another programme of conducting tree species trials for different locations and under different soils and moisture conditions is going on in some regions. This selection process will enable the National Range Agency to keep records of suitable trees in different environments.

One of the major problems of re-afforestation activities seems to be the availability of good quality water in some districts to irrigate woodlots and to grow seedlings in nurseries. In some southern regions, river water is used and the problem is not so serious as in Northern or Central regions.

Utilization of Forest Produce

The National Range Agency determines the rate of extraction, methods used and timing of such practices. It ensures that the extracted places are replanted so that the supply of wood is ensured over the long term. The agency also protects forests especially in case of shelter belts and watershed areas.

Charcoal Production

It should be pointed out that most of fuelwood in Somalia is derived from the wooded savanna of the range
rather than from true forest areas. Charcoal production is an essential industry and will be given added support through:

(a) The plantations, especially designed for charcoal production,

(b) The introduction of improved techniques for charcoal manufacture

(c) The improvement of transport and marketing of charcoal.

3.2.3 Wildlife Development

In Somalia, there are numerous species of wildlife throughout the country, but the greatest population both in species and in density lies within the southern regions. Wildlife development sector has not been given high priority concern as other land resources sectors of range and forestry. This backwardness is shown by the fact that there are no established records of the different species' populations although there are reports of densities on a comparative basis for the areas surrounding game resources. However, considerable efforts have been triggered to at least conserve the animals against poachers who are illegally engaged in these activities for their trophies, skins, and other implements.

The overriding objectives of the agency in connection with wildlife sector include:
(a) To develop / implement training programmes at the professional and technical level.
(b) To establish national parks.
(c) To develop a detailed long-term development plan for wildlife to ensure continuity in investment.

In conformity with the agency's general strategy, wildlife department prepares wildlife management and development plans for the country. The department designates reserves for different uses. It also serves and reviews existing or possible reserves and develops those especially concerned with the protection of endangered species such as wild ass and eguus asimus.

National Parks

There are eleven reserves of one type or another, but only Bush Bush Game Reserve receives substantial inputs from the agency. National parks primarily serve for the protection of wild species in their natural environment.

Game Reserves

The value of game reserves is to provide conditions under which species can exist in their natural environment without any interference. The in and out movement of the game species from the reserve may be affected by such factors as season, breeding habits, fodder availability or human interference. Game reserves have been established in northern and southern parts of the country.
Hunting Zones

Hunting is prohibited in Somalia but under certain circumstances it may become desirable to use such as when carnivores are persistently providing to be a problem in recognized domestic livestock grazing areas or when populations of certain species increase to a level beyond which the ecosystem is upset. In situations like this the agency permits the killing of such wildlife.

3.3 An Overview of Personnel Management

Personnel management, also called manpower management, pursues policies and programs that are intended to obtain and to maintain a cooperative, committed, and creative workforce - Personnel Management concerns itself with the greatest single asset of an organization, and its people. These people - groups deliberately brought together to accomplish the specific objectives of the organization - are frequently referred to as human resources. The term emphasizes the relationship of employees to production and productivity.

For an organization to be viable, adaptive, and dynamic, it must constantly discover, recruit, develop, maintain and avoid misusing human resources. Personnel management organizes people into effective teams, departments, units and groups, and insures that organizational and individual responsibilities are properly discharged. At the same time it protects the interests of the organization and the individual.
Time, energy and money are devoted to personnel management because it helps an organization achieve its goals. It does so efficiently by properly relating input to output. But personnel management is critically important on other grounds as well. Some view it, for example, as the conscience of the organization, striving to insure that equity, justice, and due process are available to every individual. Personnel management also assumes the responsibility of assuring that a human and ethical approach is used in managing people. Large and complex organizations almost without exception find it necessary to create special staff departments that advise, counsel and service the organization on personnel policies and practices. These special staff departments are characterized by a variety of names and titles. Besides personnel management and manpower management, the title includes industrial relations, industrial and labor relations, employee relations, human relations and organizational relations.

Such staff departments are assigned full-time responsibility for developing personnel policy and for carrying out approved policy. But personnel policy is also an important part of every manager's ultimate job responsibility for managing human resources rests with operating managers.

It is apparent that personnel management means different things to different people. To some it is best expressed as a set of activities or processes performed by
an organization, such as recruiting, training or compensating employees. To others it is a set of skills or techniques, such as job analysis and evaluation or psychological testing. Still others prefer to distinguish personnel management as philosophy, or orientation toward the use of people in an organization.

Historically, personnel management has been adapted by various organizations to the needs of the moment, as defined by the owners or managers of an organization.

Personnel management involves the acquisition, development, and utilization of human resources. In these activities, personnel specialists not only assist in the pursuit of organizational objectives but also work to achieve a fit-between individuals' capabilities and organization needs - that reduces friction and improves the quality of working life. As human needs and societal standards of human relationship undergo change, the personnel specialist also assists the organization in reflecting these changes in its internal policies and practices. Personnel management is a dynamic sub aspect of the total management process and is an integral part of the divisions of an organization.

Thus, progressive personnel management views the organization as an open system that must adapt to changing conditions in a dynamic environment. Within a dynamic environment, personnel management is a general operational process - of managing human resources - that is inherent in
all organizations.

The general operational process of managing human resources can be divided into a number of interdependent sub-processes.
- Task specialization
- Staffing
- Performance appraisal
- Training and development
- Compensation and reward
- Collective bargaining
- Organization development
- Leadership
- Justice determination

Whether there is a formally designated personnel department or not, the point is that these sub-processes of personnel management are inherent in organizations, and must be done by someone - such as the foreman, the Secretary or the President.

Thus, there exists a need within organizations to plan coordinate, and control - organization wide - the personnel management sub-processes that are inherent in all organizations. This objective is normally delegated to the personnel department. Authority relationships, organizational structures and types of technology used also affect the sub-processes of personnel management. These three variables are major contingencies in personnel systems. Authorities in the field feel that there is no one best way to design personnel systems, rather, it is believed that variables such as authority, structure, and technology are manageable and that
the modern personnel manager must be a good diagnostician and must search for an optimal design of personnel systems that fit the situations. The field of human resource management has a major anchor in the discipline of personnel management. Yet, importantly it goes beyond this area because it seeks to achieve coordination and integration with overall enterprise or organization planning and supportive structure, such as information system and performance appraisal. Not surprisingly, the coordination and integration of people-related activities requires modern human resource management to draw upon a variety of ideas, methods, and information.

The objective of personnel management is to help make an Organization more effective. It seeks to achieve this objectives by the following means.

(1) Integrating comprehensive human resource planning with overall organization plans and strategies and

(2) By implementing responsive human resource programs with a growing sensitivity to the economic and policy needs of organization. The central activities associated with human resource management are defined by those functions needed to meet both the requirements of "bottom-line" performance or improved delivery of services to customers or clients which are seen as related to the economic requirements of organization members and to improving the human experiences.
These central functions of personnel management include the following.

(1) Professionalism and personnel development which guide other functions, relate professional activities to other fields, and contribute to professional training and knowledge.

(2) Human resource planning which involves identifying the numbers, types, and timing for future personnel requirements.

(3) Organizational design which serves to analyze work tasks, develop the people-related requirements of work activity, and then to design the job and work systems needed to meet organizational and individual objectives.

(4) Personnel maintenance and development which have been a mainstream of personnel activity in the past and now provide the wide range of activities needed to secure and maintain the work force while meeting numerous (and growing) legal requirements. These activities include recruiting, selection, training and development, compensation, industrial relations and health and safety matters.

(5) Evaluation, research, and control which represents the ever-present need to monitor and guide work activity, assess results, and redirect activity where needed.
The personnel manager and his assistants systematically and continuously analyze jobs within the organization, prepare job descriptions and write out specifications and performance standards for the people who hold these jobs. While so engaged they also accumulate qualitative information to evaluate the organization's operation perhaps leading to new plans and organizational designs. Many other officials in an organization are also studying and changing the organization, but personnel management has the special responsibility of understanding this process from a human resources viewpoint.

Another personnel management responsibility is that of introducing appropriate social science findings into practice.

The creation of appropriate jobs and relationships within an organization has a powerful impact on the productivity and overall effectiveness of the organization.

Personnel are vital elements, and therefore must be recruited, hired, matched with the proper jobs, trained, appraised on their performance and paid acceptable wages. Employee's working conditions must be monitored for safety, their activities coordinated, and records maintained on their performance. If these things are done properly, most people will be satisfied with their jobs.

Early human resource management was primarily record keeping, planning the company picnic, and maintaining the
retirement records.

Personnel management is the planning, organizing, directing, and controlling of the procurement, development, compensation, integration, maintenance, and separation of human resources, to the end that individual, and societal objectives are accomplished.

Personnel management is usually a staff function rather than a line function. The personnel manager advises rather than directs the head of department.

The personnel function of a business attempts to select the right employees, place them in appropriate positions, and keep them as satisfied company members. A fair and responsible salary compensation plan rates a high priority in human resource management. This includes an adequate package of fringe benefits. The National Range Agency employees are two main categories: permanent employees and temporary employees. The estimate number of all employees is around 10,000 working in different places of the country. The employees of the agency are both foreign and local. The local staff are Somali people who originally came from different places within Somalia but the foreigners come from many different countries. The educational levels of the employees are different because some of them have doctorates, masters and bachelors degrees, Secondary education, Intermediate education, Elementary education and others have no schooling, but most of the employees have secondary certificates or the equivalent.
The range of skill in the agency is professional, sub-professional, technicians, administrators and junior staff, that is drivers, messengers, and watchmen among others. The absenteeism rate of employees is high because of low wages, and an employee attempts to find some other ways in order to get more income.

3.3.1 Recruitment

The recruitment, whether legal or illegal, is the responsibility of the ministry of labour and sport. When the National Range Agency needs employees it prepares letters to the Ministry of Labour. That letter identifies the requirements of what kind of employee is needed. The National Range Agency has many institutes which need technical employees. In all circumstances, the recruitment process is finalized by the ministry of Labour and Sports. Equally, there is another method of recruitment. Each year the National University supplies the names of all degree recipients from ten of its twelve faculties to the Ministry of Labour and Sports. An Interministerial Committee, chaired by the Minister of Labour and Sports, then allocates the graduates to the various ministries and public enterprises in accordance with an agency's request and the relevance of the graduate's field of study to the vailable positions. So that the National Range Agency takes part and receives particularly those who graduated from the Faculty of Range, Agriculture and Animal Husbandry.
3.3.2 Orientation

Orientation is one of the most important functions in personnel management. The National Range Agency provides orientation once a week, that is every Tuesday. The intention behind this orientation is to upgrade the knowledge of the employee, to give information on current policies and procedures of the agency or those of the government as a whole, to tell in advance what is supposed to be done in the future and to check the behavior of the personnel, absentees and to share ideas among employees.

3.3.3 Promotion

Promotions may be proposed and processed one at a time, but typically ministries view personnel records once or twice a year and submit collective requests for all eligible promotions. The requests are processed collectively by the ministry of labour and sports according to the procedures applicable to the different levels of employees. When the National Range Agency needs to promote employees it gives consideration to the following aspects:

(a) Educational qualifications,
(b) Excellent performance in terms of work, character, personnel and cooperation.
(c) Seniority - number of years worked.
3.3.4 Compensation

Inadequacies in present pay scales in the central government, the lack of financial incentives for diligent performance, and inequities among groups of workers pose major organizational difficulties and should not be allowed to continue. Little can be done to improve the effectiveness of central government operations until the compensation of the civil servants is improved. Without such increases there will be a further steady loss of competent and skilled employees, further decline in productivity, and more frequent and costly delays in actions and decisions.

The National Range Agency is a part of the government. This means that the National Range Agency and the government have the same problem of compensation, although the National Range Agency does better because it provides different levels of compensation, that is extra allowances and other facilities which make the employees some-what better off.

3.3.5 Rules and Regulations

As the author mentioned before, the National Range Agency is a public agency. Therefore, the rules and regulations of the agency are the same as those of other public agencies, which are set up by the central government of Somalia.
3.3.6 Fringe Benefits

The practice of awarding fringe benefits to employees has grown tremendously during the last five years. New types of fringe benefits are added each year.

The National Range Agency provides different kinds of fringe benefits, that is payment for holidays, vacation periods, hospitalization, legal aid, education payment or scholarships, sick leave, medical purposes and retirement benefits.
4. CONCLUSIONS AND RECOMMENDATIONS

4.1. Conclusions

The National Range Agency was created to design and implement National Range Development and Strategy. The National Range Agency is responsible for all aspects of the Rangeland which include forest and wildlife. The National Range Agency is institutionally a non-profit generating agency where large sums of its annual expenditures are funded through government budget allocation and small fees it gets from people who use the forest and the wildlife produce. The Agency also gets development contribution funds from government and international organizations in carrying out of development projects.

One of the major constraints confronting the Agency since its establishment in 1976 is lack of qualified technical personnel. There was also enormous damage inflicted by the catastrophic drought of 1974 - 1986.

The National Range Agency having the responsibility for the rangeland areas of Somalia, clearly needs to initiate a concerted programme of erosion control in the country. The Agency sometimes faces some staff problems due to the low salaries given to the staff.

Since the Agency's establishment by law No.23 of August 16, 1976, it has reflected to the nation the
major objective of its creation. Since then, it has carried out numerous development projects on rangeland. The National Range Agency has several departments each department has responsibility, but there is one common linking body. The Agency is a semi-autonomous government parastatal established in 1976 with the chief executive - the General Manager, reporting directly to the Minister of Livestock, Forestry and Range. The Agency has wide legislative power in all aspects of range management and it is also responsible of forestry conservation and development. In order to carry out its activities in each and every district of the country, the agency established regional district and village offices all over the country. Coordination activities also exist between the agency and National Co-operative Association which is involved in the business of production and marketing activities of charcoal and wood products.

The agency's objective toward range management is protecting, improving and maintaining the productivity of the range resource with the optimum production in a sustainable way as needed. The National Range Agency has instituted a system of control on timber and scaffolding. In Somalia timber is expensive and is available only in limited quantities.
4.2 Recommendations

This chapter provides a set of recommendations that are meant to improve the budget reallocation policies, human resource management, and the communication network under which the National Range Agency can operate, and can have better effect on its programme implementation.

4.2.1 Budget Reallocation Policies

Budget is a tool that enables an organization to implement its responsibilities and duties in order to reach its objectives effectively and efficiently. The author believes there is no acceptable reason for an organization like the National Range Agency not to acquire adequate financial allocations that are flexible to meet its requirements as circumstances change.

In order to cope with its multiple jobs and terms of national reference, the agency has grown structurally and operationally large enough, for it to introduce proper technologies for combating environmental degradations prevailing in the country.

Having wide legislative powers, overall aspect of range management, forestry conservation and development, wildlife conservation, guiding and educating responsibilities, livestock owners and water development projects throughout the country exert much pressure
on the agency for it to acquire substantial resources to execute it's national obligations. However, apart from raising additional funds, National Economic constraints had however caused severe pruning of the financial allocations the National Range Agency received from the government for the implementation of various development projects aimed towards the most important sector of improving the sustainable livestock production in the country through the introduction of proven management principles and practices.

In 1983 - 1984, the budget allocations were S.Sh.68 million and S.Sh.38 million respectively (National Range Agency, 1985). In 1985, a further budge reduction to S.Sh.24 million has also been seen.

As the National Range Agency workforce excluding the Central Rangelands Development Project (CRDP) staff of 2,053 people, available funds for operational budgets must be severely constrained.

Consequently, this financial reduction entailed a reduction of the potential capabilities of implementing important development projects which were going on in some parts of the country. The author, considering the wide gap existing between the budget allocated to the agency and the necessary resources actually needed to improve sustainable livestock production which is the main
revenue - generating income, recommends:

1. The government has to revise it's budgeting policies towards the agency. This revised policy among other things, will prioritise the possibilities for facilitating the agency to raise adequate funds to implement various rural development projects.

2. It has not been appreciated by the recent attempt of the government to decentralize it's functions whereby at regional and village levels substantial powers have been delegated to Regional Development Committees (RDC's) giving them responsibilities for any social or economical activities in public interest. Local authorities are empowered among other things to incur expenditure, collect taxes and borrow funds. As these activities include soil, water, range and wildlife developments, the author evaluating that the local authorities lack of enough expertise and experience in combating the environmental degradation measures with the most appropriate intervention techniques, suggests that allocated funds raised by the local authorities be handed over to the National Range Agency to use for covering it's required activities.

3. The Somali Government has good relations with friendly governments and International Agencies. These bodies contribute substantial aids/loans to the development projects operating in the country, including different agencies and ministries. The National Range Agency.
has benefited from such aid. The author believes that
the agency's available share from these funds is
not still enough at present to meet its objectives
and she recommends that the government takes the
responsibility of raising more funds from the International
Agencies and friendly governments.

4.2.2 Personnel Management

The National Range Agency at present operates
through five departments, namely Administration and
Finance Department, Wildlife Department, Forestry
Department, Range Department and Planning and Training
Department. But the agency has not at all a fully
functional personnel department to run over the
multidementional aspects of human resources.
Instead, there is a very small section which performs
personnel matters.

Most personnel management matters are handled by
the other departments. This created a state of
confusion both among the superiors and their subor-
dinates as there is no definite procedure for carrying
out employee maintenance.

On the other hand, the success of an organization
is largely dependent on the degree to which it maintains
its employees to become productive and jointly strive
toward achieving the organizational objectives effectively.

In an attempt to motivate employees, the author recommends that the agency has to strengthen the personnel department to keep the work-force productive and the morale high. The department has to be effectively equipped, resource wise to develop the following personnel activities.

Job Design

When employees are well matched with the jobs that they are required to do, so that they can perform effectively, they frequently come to enjoy their work because they find it personally rewarded. In order to place the right employee at the right job, the personnel department has to assess the nature of the work to be done by undertaking job analysis, issuing proper job descriptions and specifications and continuously conducting job evaluations.

Training and Development

The personnel department has to consistently train and develop the employees by carefully assessing their needs and potential. One way to determine training means is to compare performance on the job with the standards outlined in the job description. Management can then decide areas for improvement and can develop programmes to help people improve their performance and self-growth.
Employee Appraisal

Another important personnel activity which needs greater consideration is evaluating personnel performance. Continuous appraisal helps the agency to know who is underperforming and who is performing to standards. The results of the evaluation determine whether or not an employee is promotable.

Employee Compensation

Employees should be fairly rewarded for the work that they do. An important issue is a pay system. Unfairness in compensation leads to employee low morale.

Employee Maintenance

Another important factor which the agency has to consider is how to maintain personnel at a high level of efficiency. These activities include enhancing employee morale and reducing absenteeism and turnover. Low motivation leads to problems of absenteeism, turnover, and disloyalty to the agency.

4.2.3 Communication

The National Range Agency has no well defined system of communication within it's components or in regard to rural population.

There is no good communication between personnel through line of authority that are established by management. Job instructions and rationale, procedures and practices, opinions of subordinate performance, and indoctrination in organizational goals are not transmitted through specific
channels. The National Range Agency's personnel express their ideas, attitudes, their jobs, organizational policies and practices. These created an inappropriate social climate among the personnel within the Agency.

Communication between the National Range Agency staff and the pastoralists is often difficult and even at times almost impossible due to the low level of understanding of the Agency's goals and operations. This lack of understanding causes complex processes which can make communication less effective and efficient.

The National Range Agency's communication has been affected by the type of channel, media, transport and information used. The use of road communication between field operations and the headquarters of the Agency largely is difficult due to harsh climatic conditions (i.e. heavy rain fall, bad roads). Communication processing and information data are mainly done by clerks who do not have even the basic skills necessary for effective data processing. This would entail improper way of utilization of resources which can greatly affect the whole communication system of the Agency.

Lack of communication poses a severe problem to staff movements which is mainly caused by frequent prolonged fuel shortages, delay of funds etc. Therefore, the author's recommends the following points:
1. Sincerity in planning communication with subordinates, National Range Agency Managers or supervisors should recognize that their sincerity will soon become apparent. If management has a record of fair and honest dealings with employees, it's communication is more likely to be accepted. This will make the employees to perform efficiently.

2. Understanding needs: There is a close relationship between motivation and communication that must always be considered. It is human nature to listen to someone who has something to say about those things in which we are interested in. Therefore the National Range Agency's management attention to employees needs interests and attitudes can go a long way towards facilitating employee receptivity. This understanding needs will establish a good atmosphere between the Agency's objectives and activities and the pastoralists perception of the newly imposed techniques such as range management. This will reduce tension and create full participation and cooperation between the two bodies in their development.

3. Proper timing: The importance of the proper timing of a communication should not be overlooked. The agency should design the best way to use the different types of channels and media in approaching the population when developmental programmes are broadcast from Radios, Televisions and other extension programmes. For example, an announcement made at one time may be received enthusiastically by the population. The same
announcement made at another time may create havoc or destruction. Therefore, the proper timing of communication can be received and accepted more readily.

4. Appropriate channels and media: The National Range Agency, for maximum effectiveness in communication, the channels and media to be used should be appropriate and effective in handling the Agency's objectives. The decision both as to channels and media should be based upon such considerations as the importance of speed, the necessity for feedback from subordinates or population and the knowledge of the degree of their acceptance of the communication.

4.3 Suggestion for Future Research

The author would recommend that a future study of National Range Agency involve personal interviews with key officials of National Range Agency and the Ministry of Livestock.
BIBLIOGRAPHY


Appendix B List of Equipment used by National Range Agency

The National Range Agency has different equipment according to the different activities related to it.

List of equipments

1.1. Range Survey Team:

- Vehicles - 4WD
- Compressor type refrigerators
- Binoculars
- Compass
- Camera
- Field generator
- Set drawing instrument & pens
- Measuring tapes
- Paper bags
- Drafting paper

1.2. Range Reserves (Range grazing & Famine Reserve)

- Hand tools - e.g axes, spades, shovels, rakes, wheelbarrows.
- Galvanized drums for water supply
- Furniture - camping equipment
- Tents

Demarcation survey team

- 4WD pick up
- Camping equipment
- Survey equipment example - tripod, ranging rods, compass
- Hand tools example - axes, wheelbarrows, jerrycans
- Paint (for demarcation)

1.4. - Workshop equipments - spare parts, welding machines.

1.5. - Office equipment --- stationary, tables, chairs, cabinet files.

The value of those equipment is related to their different usages, whether they are supposed to stay longer periods or shorter periods.

For example all the materials used for range reserves are mainly in use for a short time. This includes all the tools i.e axes, shovels, wheelbarrows. Others like workshop equipments and some office equipments can last longer, and the National Range Agency uses all those materials for their longer achievements / plans.