



**SOMALIA ENHANCING PUBLIC RESOURCE MANAGEMENT  
PROJECT- (P177298)**

**ENVIRONMENTAL AND SOCIAL MANAGEMENT PLAN (ESMP)**

**FOR  
JUBALAND STATE SERVICE COMMISSION  
OFFICE CONSTRUCTION**



*Figure 1 Ariel view of Kismayo City*

**PREPARED BY: PROJECT COORDINATION UNIT (PCU)**

**FINAL**

**APRIL 2026**

## ABBREVIATIONS & ACRONYMS

|        |                                                                            |
|--------|----------------------------------------------------------------------------|
| AMISOM | The African Union Mission in Somalia                                       |
| CFC    | Chlorofluorocarbon                                                         |
| CITES  | Convention on International Trade Against Endangered Species               |
| CCEDAW | Convention on the Elimination of All forms of Discrimination against Women |
| CoCs   | Code of Conduct                                                            |
| C-ESMP | Construction Environment and Social Management Plan                        |
| CIP    | Capital Injection Project                                                  |
| CSSP   | Civil Service Strengthening Project                                        |
| DRM    | Domestic Revenue Mobilization                                              |
| DSA    | Detailed Site Assessment                                                   |
| DSI    | Durable Solution Intervention                                              |
| DMP    | Dust Management Plan                                                       |
| EHS    | Environment Health and Safety                                              |
| ESCP   | Environment and Social Commitment Plan                                     |
| EWARN  | Early Warning and Response Network                                         |
| E&S    | Environment and Social                                                     |
| ESF    | Environmental and Social Framework                                         |
| ESSs   | Environmental and Social Standards                                         |
| ESIA   | Environmental and Social Impact Assessments                                |
| ESMP   | Environmental and Social Management Plans                                  |
| FGS    | Federal Government of Somalia                                              |
| FGM    | Female Genital Mutilation                                                  |
| FMS    | Federal Member States                                                      |
| FRS    | Federal Republic of Somalia                                                |
| GBV    | Gender Based Violence                                                      |
| GRM    | Grievance Redress Mechanism                                                |
| GIIP   | Good International Industry Practice                                       |
| GDP    | Gross Domestic Product                                                     |
| HIPC   | Heavily indebted Poor Countries                                            |
| HSMP   | Health and Safety Management Plan                                          |
| HRM    | Human Resource Manage                                                      |
| HRMIS  | Human Resource Management Information Systems                              |
| IDP    | Internally Displaced Persons                                               |
| ICR    | Implementation Completion Report                                           |
| IGFF   | Intergovernmental Fiscal Forums                                            |
| ILO    | International Labor Organization                                           |
| INDC   | Intended Nationally Determined Contribution                                |
| IUCN   | International Union for Conservation of Nature                             |
| ICR    | Implementation Completion Report                                           |
| IT     | Information Technology                                                     |
| ITAS   | Integrated Tax Administration Automation System                            |
| IVA    | Independent Verification Agent                                             |
| JSS    | Jubaland Somali State                                                      |
| HSS    | Hirshabelle State of Somalia                                               |
| JSS    | South West State of Somalia                                                |
| GSS    | Galmudug State of Somalia                                                  |
| LMP    | Labor Management Procedures                                                |
| LTO    | Large Taxpayer Office                                                      |
| VMG    | Vulnerable and Marginalized Groups                                         |

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|        |                                                          |
|--------|----------------------------------------------------------|
| MDA    | Ministry Departments and Agencies                        |
| MoERD  | Ministry of Environment and Rural Development            |
| MoF    | Ministry of Finance                                      |
| MoECC  | Ministry of Environment and Climate Change               |
| MoCI   | Ministry of Commerce and Investment                      |
| NREN   | National Research and Education Network                  |
| NTCs   | National Technical Committees                            |
| OHS    | Occupation Health and Safety                             |
| PAD    | Project Appraisal Document                               |
| PCU's  | Project Coordination Unit                                |
| PFM    | Public Financial Management                              |
| PFMRAP | Public Financial Management Reform Action Plan           |
| PDO    | Project Development Objectives                           |
| PIM    | Public Investment Management                             |
| PIM    | Project Implementation Manual                            |
| PLWD   | Persons Living With Disabilities                         |
| PPE    | Personal Protective Equipment                            |
| PSM    | Public Sector Management                                 |
| PSC    | Project Steering Committee                               |
| PSS    | Puntland Somali State                                    |
| PREMIS | Public Resources Management in Somalia                   |
| RCRF   | Somalia Recurrent Cost and Reforms Financing Project     |
| SEA    | Sexual Exploitation and Abuse                            |
| SERP   | Somalia Enhancing Public Resources Management Project    |
| SEP    | Stakeholder Engagement Plan                              |
| SH     | Sexual Harassment                                        |
| SL     | Somaliland                                               |
| JSS    | Jubaland State of Somalia                                |
| TA     | Technical Assistants                                     |
| TPMA   | Third Party Monitoring Agents                            |
| NPARF  | National Public Administration Reform Strategy Framework |
| UNFCCC | United Nation Framework Convention on Climate Change     |
| UNICEF | United Nations International Children Emergency Fund     |
| UNHCR  | United Nations High Commissioner for Refugees            |
| VAC    | Violence against Children                                |
| WASH   | Water Sanitation and Hygiene                             |

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## I. EXECUTIVE SUMMARY

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The Federal Government of Somalia through the Ministry of Finance has received financing from the World Bank under Somalia Enhancing Public Resource Management Project (SERP) ( “the project”). Under Subcomponent 3.1. of the project, the Project intends to support the establishment and rehabilitation of CSC offices across selected Federal Member States (FMS), with the objective of strengthening public sector transparency, efficiency, and accountability through improved administrative infrastructure. The construction of the Civil Service Commission (CSC) office in Kismayo, Jubaland State of Somalia will be part of these activities.

The Kismayo sub-project entails the construction of a new CSC office on a publicly owned plot of land measuring approximately **1,900 square meters**, situated in the center of Kismayo city. The site is located adjacent to the Somali Central Bank building, and is bordered as follows:

- **East: Somali Central Bank building**
- **West: Airport Road**
- **North: Kismayo Women Orientation Center**
- **South: Public open space owned by the Kismayo Municipality**

The land is secured for public use, with no risk of displacement, and the coordinates are **0°21'30"S, 42°32'59"E**. The land ownership documentation is attached in Appendix Four.

Upon completion, the CSC office will serve as a centralized public administration facility, improving the work environment for civil servants and supporting better public service delivery. The infrastructure is expected to enhance human resource management, promote merit-based recruitment, and improve institutional accountability at the state level.

The decision to prepare this ESMP was informed by an Environmental and Social (E&S) screening conducted in May 2024 in accordance with the World Bank Environmental and Social Framework (ESF) and Somalia’s national legal frameworks. The screening for Kismayo was carried out on May 11, 2024, and confirmed that the project poses low to moderate environmental and social risks. As such, a site-specific ESMP is required to guide mitigation and monitoring throughout construction. A full Environmental and Social Impact Assessment (ESIA) is not required.

This ESMP is a practical safeguard instrument designed to:

- Identify and manage environmental and social risks;
- Propose site-specific and proportional mitigation measures;
- Assign roles and responsibilities for implementation;
- Establish monitoring, reporting, and compliance mechanisms;
- Guide contractors and project stakeholders in aligning with World Bank and Somali environmental and social standards.

The ESMP addresses potential risks such as:

- Dust, noise, and localized air pollution during construction;
- Solid and liquid waste generation and disposal issues;
- Occupational Health and Safety (OHS) risks for workers;
- Risk of Gender-Based Violence (GBV), Sexual Exploitation and Abuse (SEA);

- Community safety risks and site access challenges;
- Risk of exclusion of vulnerable groups, such as Internally Displaced Persons (IDPs) and persons with disabilities, from job opportunities and consultation processes.

To mitigate these, the ESMP includes a detailed mitigation matrix, a Grievance Redress Mechanism (GRM), adherence to Labor Management Procedures (LMP), enforcement of SEA/SH Codes of Conduct, and compliance with OHS protocols.

Stakeholder consultations were central to the ESMP development. In Kismayo, two consultation phases were conducted:

- **Phase One on May 12, 2024, at Madina Hotel with 20 participants (4 women, 16 men)**
- **Phase Two on February 9<sup>th</sup> 2025 with 40 participants (1 woman, 39 men)**

Participants included representatives from local authorities, civil society, youth and women groups, and vulnerable communities. Their feedback directly influenced the ESMP, particularly regarding labor inclusion, building accessibility, transparency in recruitment, and environmental safeguards.

All community inputs were documented with consent, and privacy measures were applied to all visual records. This ESMP will ensure that the CSC office construction in Kismayo is implemented in a manner that is socially inclusive, environmentally responsible, and aligned with World Bank safeguards and Somali national priorities.

Let me know if you'd like this inserted into your Word or PDF report, or if you'd like help preparing annexes, consultation summaries, or mitigation matrices.

## 1.0 INTRODUCTION

### 1.2 PROJECT BACKGROUND

According to its international partners, despite experiencing civil unrest, Somalia has maintained a healthy informal economy, based mainly on livestock, remittance and money transfer companies and telecommunications. Owing to a dearth of formal government statistics and the recent civil war, it is difficult to gauge the size or growth of the economy. Somalia reached the Heavily Indebted Poor Countries (HIPC) Initiative Completion Point in December 2023, following its re-engagement with the International Development Association (IDA) and clearance of arrears to international financial institutions.

Somalia reached the HIPC Completion Point in December 2023, following the successful implementation of key legislative and institutional reforms. While the majority of debt relief agreements with creditors have been concluded, some bilateral negotiations continue to be finalized.

Despite this rosy outlook, the long-term growth of the Somali economy continues to be held back by various shocks. Upon reaching the Heavily Indebted Poor Countries (HIPC) Initiative Decision Point milestone in 2020, economic growth was projected at 3.2 percent. Amid repeated shocks, growth in GDP averaged only 2% from 2013 to 2020. Owing to the multiple crises, GDP contracted by 0.2% in 2020. GDP growth recovered to 2.9% in 2021 but is projected to have fallen to 1.7% in 2022 under the regional drought and worsening global economic conditions. GDP growth is forecast to rebound to 2.8% in 2023 and 3.7% in 2024.<sup>8</sup> The numerous shocks on Somali economy include the Corona Virus Disease (COVID-19), floods, and a desert locust infestation, which combined, caused an economic contraction of 0.2 percent in 2020.

Successive Somali governments have embarked on a broad reform agenda in the areas of public finances and public sector management. Several successes in this reform agenda, such as an updated legal and policy framework, automation, large and medium taxpayer offices and taxpayer identification in operation, and functional reviews completed in selected ministries, departments and agencies, have laid a solid foundation and set the stage for the next phase. Reform priorities have been identified in government's strategy documents such as Federal Government of Somalia's (FGS's) Public Financial Management Reform Action Plan (PFMRAP), and the National Public Administration Reform Strategy Framework (NPARSF), as well as in World Bank diagnostics such as the Domestic Revenue Mobilization (DRM) and Public Finance Management (PFM) diagnostics carried out under the DRM and PFM modules of the programmatic Public Expenditure Review (P160458) and the Somalia Customs Support ASA (P172650).

The proposed **Somalia Enhancing Public Resource Management Project (SERP)** rests on the premise that synergies and sustainable improvements can be achieved by taking a comprehensive approach to governance reforms. In this regard, the project design aims to explore in detail the interlink between Public Financial Management (PFM), Domestic Revenue Mobilization (DRM), and the public sector. The project has four components as indicated in table 1 below.

*Table 1 The project components and subcomponents are summarized*

| Table 1: SERP Components       | Subcomponents                                                                                                                                                                 |
|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1) Public Financial Management | 1.1 Support essential budget execution functions<br>1.2 Strengthen PFM for service delivery in the health and education sectors<br>1.3 Support capacity building of PFM staff |

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|                                                          | 1.4 Facilitate the harmonization of PFM systems between FGS and FMS<br>1.5 Improve budget preparation and transparency<br>1.6 Strengthening Public Investment Management                                                                                                                                                          |
| 2) Domestic Revenue Mobilization                         | 2.1 Strengthening and harmonizing tax policy capacity<br>2.2 Strengthening and harmonizing inland revenue and selected customs administration systems and capacity<br>2.3 Strengthening and harmonizing taxpayer education and facilitation                                                                                       |
| 3) Public Sector Institutions Management and Performance | 3.1 Strengthening the Capacity and Performance of Central and Line Ministries, Departments, and Agencies building on the work of the PREMIS-PFM Project, CIP, and CSSP.<br>3.2 Strengthening the implementation of workforce management policies.<br>3.3 Expansion of key government services to local governments in Somaliland. |

### 1.3 THE PURPOSE OF THE ESMP

An ESMP is an instrument that details the (a) assess the env& social risks of the identifies activities; (b) measures to be taken during subproject implementation and operation to eliminate or offset adverse environmental and social impacts, or to reduce them to acceptable levels; and (c ) actions needed to implement these measures. It consists of a set of mitigation and monitoring measures to be taken during implementation and operation, as well as key institutional and project management arrangements to be put in place for successful implementation of the ESMP. According to the requirements of the World Bank's ESF, the project environmental and social commitment plan (ESCP) and other relevant instruments for the Project, the Project is required to prepare an Environmental and Social Management Plan (ESMP) for the construction of the CSC in the four (4) Federal Member States namely South West, Galmudug, Jubaland and Hirshabelle States of Somalia, which is based on the overall Project's Environmental and Social Management Framework (ESMF). This ESMP is therefore prepared for Jubaland State of Somalia, the ESMP for Galmadug, South West and Hishabele States have been prepared separately. The ESMP is required to be prepared prior to the initiation of the bidding processes to procure the construction contract and should incorporate specific environmental and social measures where applicable to address any site-specific problems and outline measures to mitigate the potential negative environmental and social impacts relating to the construction of the CSC office construction buildings. The ESMP covers the key ESMP elements capturing the typical Environmental and Social (E&S) risks and impacts and associated mitigation measures that need to be considered at minimum in the context of construction activities in the FMSs. The measures focus on environmental aspects such as air emissions, noise release, environmental contamination, and social aspects such as efficient communication with local stakeholders and safety of workers and communities, etcetera.

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The objective of this ESMP is therefore to provide management actions to mitigate negative risks and impacts in consistence with national framework and/or and relevant WB's ESSs & WBG General EHSs. As noted above, the requirements of the ESF will prevail, and will be applied for this Project, as being the most stringent.

Additionally, the ESMP will guide the selected contractor to prepare and implement a Contractor Environmental and Social Management Plan (C-ESMP). The C-ESMP will have to identify measures to be implemented by the Contractor to mitigate potential environmental and social impacts during construction.

#### 1.4 THE ESMP METHODOLOGY

Environmental and Social Management Plan is prepared based on World Bank Environmental and Social Standards (ESS). It includes a community lead participatory approach and high-level stakeholders' engagement approaches. The methodology adopted consisted of desk review of project ESF documents, physical assessment and consultation with local communities, local authorities, and interviewing key individuals in the project areas. The approach also involved identifying the scope of work (construction) which clearly stipulates the nature and magnitude of anticipated environmental and social risks. The risks were determined during environmental and social screening process. During the fieldwork phase for Kismayo, the project coordination unit (PCU) E&S Team conducted an integrated environmental and social screening assessment aligned with the World Bank **ESF (ESS1–ESS10)** and the project ESMF. The work combined screening-level assessments, holistic stakeholder engagement (including community consultations). The environmental and social screening for the Kismayo CSC office site identified No significant, irreversible or large-scale adverse impacts were identified. The subproject presents predictable, site-specific, and manageable construction-related risks which are addressed through this ESMP. Minor, construction-phase nuisances (e.g., dust, noise, traffic interface) will be managed through standard ESF-aligned mitigation and monitoring measures.

In particular, the ESMP has been prepared through the following key stages:

1. Reviewing preliminary designs for the proposed subprojects to screen environmental and social issues in the sub projects' vicinities, using the screening form;
2. Coordinating the implementation schedule of the E&S measures to be undertaken for the subprojects within the engineering and procurement processes;
3. Ensuring adequate functionality and effectiveness of the Grievance Redress Mechanism (GRM) in districts where subprojects will take place;
4. Visiting the subprojects' sites, and consulting with relevant key stakeholders, including the local communities, local leaders and vulnerable groups;
5. Carrying out an assessment ensuring that all key E&S concerns and views of all parties/persons likely to be affected by the subproject are taken into consideration; and
6. Developing E&S mitigation measures along with mechanisms needed for monitoring and evaluating the compliance and environmental and social performance.

## 2.0 LEGAL AND INSTITUTIONAL FRAMEWORK

This section provides a brief summary of the applicable national laws, International Covenants and Agreements and World Bank Environmental and Social Standards fully captured in the E&S instruments for SERP Project: ESMF, SEP, and LMP<sup>1</sup>.

**National-level environmental and social regulations and guidelines:** The constitution of the Federal Republic of Somalia is the fundamental legal instrument for management of environmental affairs in Somalia, especially Article 25 (“Environment”), Article 43 (“Land”), Article 44 (“Natural Resources”) and Article 45 (“Environment”). Article 12 of the Constitution addresses issues of application of fundamental rights. Article 15 (1,2,4) together with Article 24(5) of the Constitution provides for the protection of women against all forms of violence and provides for protection from sexual abuse, segregation and discrimination.<sup>2</sup> Article 11 (1) together with sub-article 3 respectively provides that all citizens have equal rights regardless of sex, religion, social or economic status, political opinion, clan, disability, occupation, birth or dialect shall have equal rights and duties before the law, and that the State must not discriminate against any person on the basis of age, race, color, tribe, ethnicity, culture, dialect, gender, birth, disability, religion, political opinion, occupation, or wealth. Article 14 stipulates that a person may not be subjected to slavery, servitude, trafficking, or forced labor for any purpose, while Article 24 (5) prohibits sexual abuse in the workplace. Currently Somalia has key national environmental legislation in force—notably the Environmental Protection and Management Act (EPMA, April 2024) **and the Environmental and Social Impact Assessment & Audit Regulations (2024)**<sup>3</sup>. The Environmental Management Act (2020); National Environmental Policy; Environmental Impact Assessment Bill; Environmental and Social Impact Assessment Regulations of 2021; and Somalia’s Labour Code (2025) is in force and governs employment relations nationwide. In line with this Code and WB ESS2 the project will: (i) use written contracts for all project workers (direct, contracted, and primary supply), (ii) ensure fair terms and working hours, wages and payslips, and non-discrimination/equal opportunity, (iii) prohibit child labour **and** forced labour, (iv) implement robust Occupational Health & Safety measures, worker training, and incident reporting, (v) respect freedom of **association** and collective bargaining, (vi) operate a worker GRM (confidential, non-retaliatory), (vii) enable maternity/paternity protections and safeguards against harassment/SEA-SH through Codes of Conduct, and (viii) cooperate with labour inspection authorities. Contractor C-ESMPs and contracts will explicitly reference the 2025 Labour Code and be monitored through regular E&S supervision and MoLSA engagement.

Within Jubaland State of Somalia,(JSS) environmental oversight is led by the Ministry of Environment and Climate Change, which exercises regulatory and coordination functions for screening, permitting, compliance monitoring, and enforcement. Projects are processed in alignment with Somalia’s national environmental policy and WB ESMF requirements, with state-level directives and clearances applied locally.

**International Covenants and Agreements Relevant to the Project:** Somalia has now become an active member of the International Labor Organization (ILO). Somali has ratified a total of six out of eight fundamental conventions. Out of the total 26 conventions (foundational, technical and governance) ratified, 16 are in force and additional 6 came into effect in March 2021. These include the following:

- Tripartite Consultation (International Labor Standards) Convention 1976 (No 144),

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<sup>1</sup> <https://mof.gov.so/publications/environmental-and-social-management-framework-esmf>.

<sup>3</sup> <https://moecc.gov.so/policies-and-strategies/>

- Occupational Safety and health Convention (1981) No 155,
- Promotional Framework for Occupational Safety and Health Convention (2006) (No. 187),
- Violence and Harassment Convention 2019 (No 190),
- Convention, Migration for Employment Convention (1949) (No. 97), and
- Private Employment Agencies Convention 1997 (No 181) migration for Employment Convention (Revision) 1949 (No. 97).

**World Bank Environmental and Social Standards:** The SERP project are subject to the requirements of the World Bank's ESF. The ESF includes 10 Environmental and Social Standards that seek to avoid, minimize, else mitigate the adverse effects of development projects financed by the Bank's Investment Project Financing (IPF). Out of ten ESSs, eight ESSs are relevant to SERP project activities:

- ESS 1 ("Assessment and Management of Environmental and Social Risks and Impacts")
- ESS 2 ("Labor and Working Conditions")
- ESS 3 ("Resource Efficiency and Pollution Prevention and Management")
- ESS 4 ("Community Health and Safety")
- ESS 5 ("Land Acquisition, Restrictions on Land Use and Involuntary Resettlement")
- ESS6 ("Biodiversity and Sustainable Management of Living Natural Resources")
- ESS 8 ("Cultural Heritage")
- ESS 10 ("Stakeholder Engagement and Information Disclosure")

### 3.0 PROJECT DESCRIPTION

Following the screening of the sub-project, in accordance with the Project Environmental and Social Management Framework (ESMF), it was deemed necessary to prepare this Environmental and Social Management Plan (ESMP) to mitigate the identified potential adverse environmental and social impacts that could result from the construction of the Civil Service Commissioners' office in **Jubaland State of Somalia**.

The ESMP lists the specific environmental and social risks and impacts associated with the construction of the CSC office along with the mitigation measures. The ESMP also lays out institutional arrangements for the implementation and monitoring of the risk mitigation measures and proposes monitoring indicators for measuring E&S performance. The proposed site for the CSC office construction is as follows:

#### 3.1 SUB-PROJECT DESCRIPTION

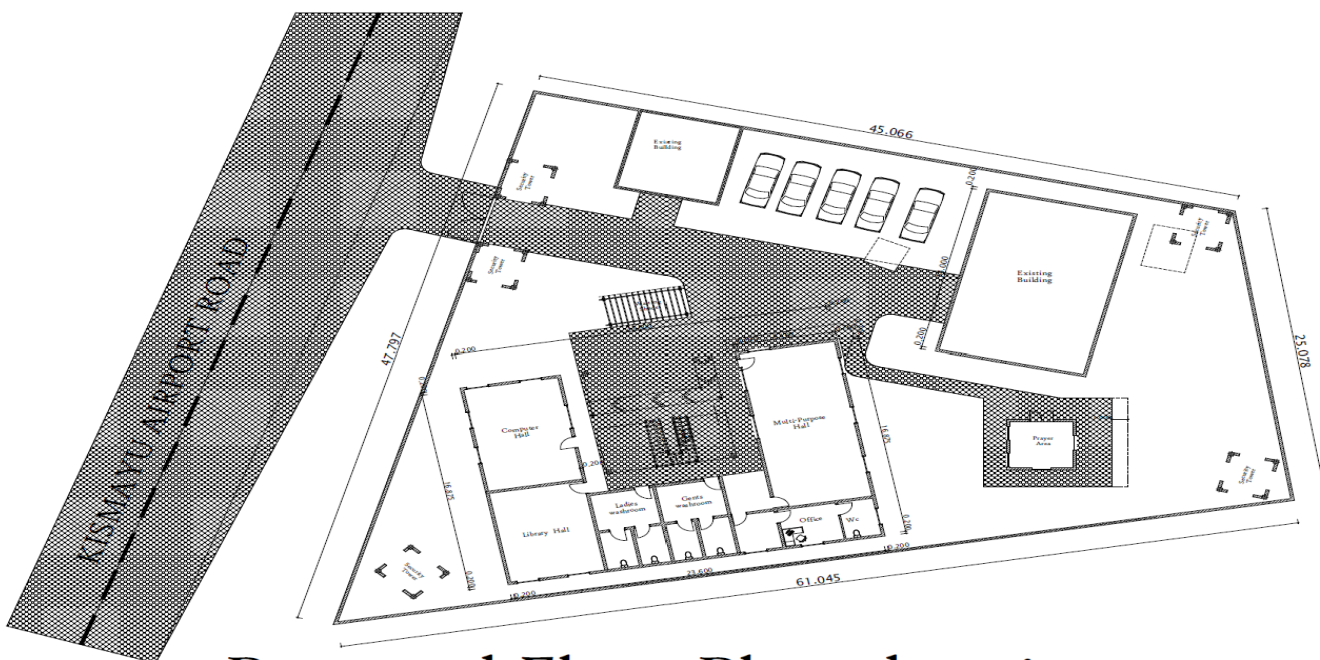
Under the Somalia Enhancing Public Resource Management Project (SERP), Component 3 Public Sector Institutions Management and Performance will finance the construction of the **Jubaland State of Somalia Civil Service Commission (JSS CSC) Office**. This intervention aims to strengthen the institutional capacity, efficiency, and service delivery of the Civil Service Commission at Federal Member State (FMS) level by providing a dedicated, functional, and accessible administrative facility. The construction site was selected through a project needs assessment in coordination with the JSS authorities and is fully consistent with the objective of improving public administration infrastructure.

The designated plot for the JSS Civil Service Commission (CSC) Office is the former government agency of Wakaalada Maacuunta (Home Appliances and Utensils Agency) site. It is a vacant, government-owned public land parcel measuring approximately 19,00 m<sup>2</sup>. Official documentation confirming land ownership and formal allocation by the Jubaland State of Somalia authorities has been provided and is attached in the annexes. The site is free of private structures, residential settlements, or ongoing economic activities, and there are no competing land claims associated with the property.

A formal environmental and social screening assessment was conducted by the PCU E&S Team for the selected site to verify baseline conditions, confirm land tenure, review surrounding land use, and identify any potential environmental and social risks. The screening did not identify any significant adverse environmental or social impacts, given that the intervention is confined to an existing public plot; minor, routine construction-phase impacts (e.g. dust, noise, traffic interface) will be addressed through standard ESMP measures.

In addition, a **geotechnical engineering investigation** was undertaken by the appointed engineering consultant to assess soil conditions, bearing capacity, groundwater considerations, and other parameters necessary for safe and durable structural design. The findings inform the foundation design, platform levels, drainage layout, and pavement specifications and are integrated into the detailed design and construction methodology.

The proposed works will comprise: (i) **Design stage** preparation and approval of architectural, structural, electrical, mechanical, water supply, sanitation, drainage, accessibility, and landscaping designs in line with national codes, the World Bank ESF, universal access principles, and climate-resilient/site-appropriate solutions; (ii) **Construction stage** site demarcation and setting out, limited excavation and foundation works, structural frame and building envelope, internal partitions and finishes, installation of electrical systems, water supply and sanitation facilities, and access control, and (iii) **Operational stage** use of the facility as the JSS CSC administrative office, providing civil service management and citizen-facing services.



## Proposed Floor Plan drawings

Figure 2 Kismayo CSC site overview with site layout

### 3.2 JUBALAND STATE OF SOMALIA CIVIL SERVICE COMMISSION OFFICE

The proposed **Jubaland State Civil Service Commission (CSC) Office** will be constructed in the central part of Kismayo City, near Argo Junction, in close proximity to the Central Bank of Somalia – Jubaland Branch. The site is located within an established administrative zone of the city, characterized by the presence of

government institutions and public service facilities, making it strategically suitable for institutional development.

The Jubaland CSC is currently operating from an existing old structure situated on the same plot. Under the proposed development, this structure will be replaced or upgraded to establish a modern and functional office facility that enhances administrative efficiency and service delivery.

#### Site Boundaries and Surrounding Landmarks:

- **West:** Airport Road
- **North:** Jubaland Elders Building and the Women Orientation House
- **South:** Ministry of Information and Social Awareness
- **East:** Vacant public land

The surrounding area primarily consists of government offices and public institutions, reinforcing the site's suitability for administrative use.

#### Land Size and Coordinates:

- **Total Area:** Approximately **1,900** square meters
- **Geographic Coordinates:** Latitude 0.358415, Longitude 42.549991

The land is government-owned public property formally allocated for CSC development and is free from encumbrances. Its central location within Kismayo's administrative corridor ensures accessibility, institutional coherence, and operational security.

The development of the new CSC office will significantly strengthen institutional capacity and public administration services in Jubaland State of Somalia.



Figure 3 The proposed Jubaland Civil Service Commission land

The site is accessible from the main road passing through Kismayo City, which provides direct connectivity to both the Presidential Palace and Kismayo Airport. It is located opposite the Jubaland State Land Authority and lies within the Farjano neighborhood. The area forms part of the city's established administrative zone and has remained largely unoccupied and unused since the civil war, making it suitable for institutional development.

### 3.3 PROPOSED OFFICE LAYOUT AND FACILITIES

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The proposed Civil Service Commission (CSC) Headquarters for Jubaland State of Somalia, located in Kismayo, has been carefully planned and designed to meet the functional, operational, and administrative requirements of the Commission, while ensuring a modern, inclusive, and climate-resilient public facility. The building layout incorporates efficient office space, meeting and training areas, secure records management, and public service counters, and integrates principles of accessibility, safety, gender sensitivity, and user comfort providing barrier-free access for persons with disabilities, adequate natural lighting and ventilation, compliant WASH facilities, and safe circulation for staff and visitors in line with national standards and the World Bank ESF.

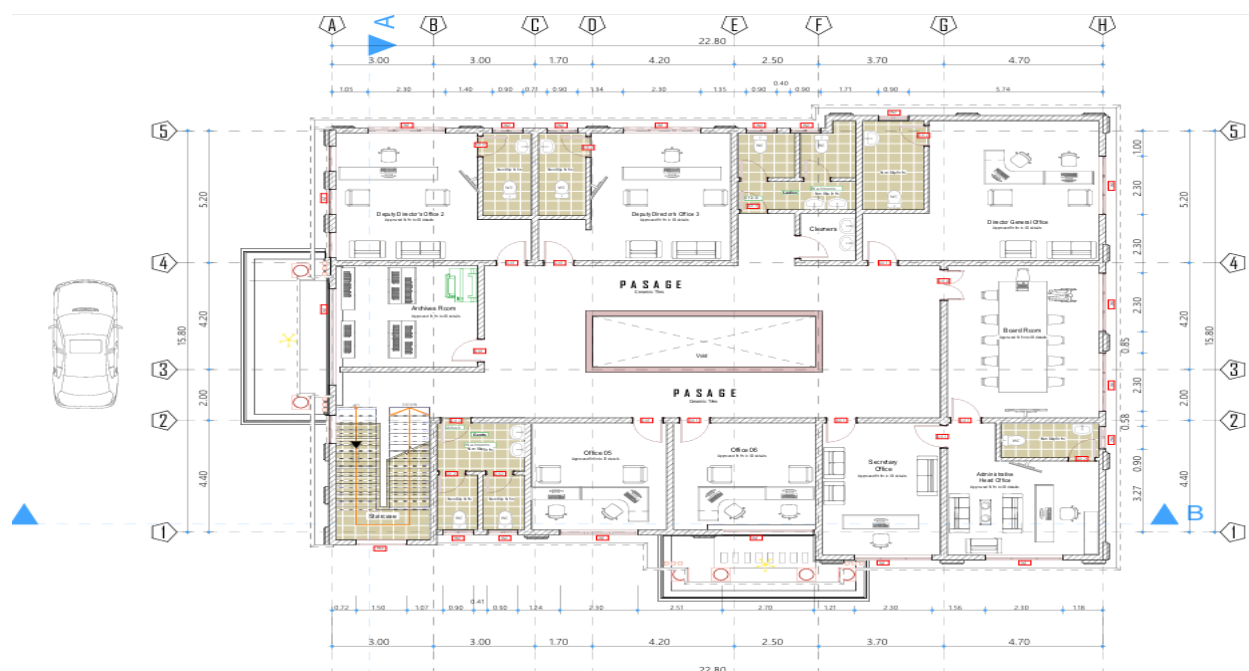


Figure 4 The Jubaland CSC office layout plan with all features of barrier-free access for persons with disabilities

#### 4.0 BASELINE ENVIRONMENTAL AND SOCIAL CONDITIONS FOR JSS -CSC OFFICE SITE

As part of the preparatory process for the proposed Civil Service Commission (CSC) office construction in **Jubaland State of Somalia (JSS)**, environmental and social (E&S) screening assessments were undertaken to establish baseline conditions, identify potential risks, and define appropriate mitigation and management measures in accordance with the World Bank Environmental and Social Framework (ESF) and applicable national regulations.

The screening mission for Jubaland State was conducted between May–June 2024. The assessment methodology included desk review of available documentation, site inspections, photographic documentation, stakeholder consultations, and engagement with relevant Jubaland State authorities and technical departments.

##### Physical Environment

The proposed CSC site is located within the urban area of **Kismayo**, the capital city of Jubaland State. The region is characterized by an arid to semi-arid climate, with high temperatures, low to moderate annual rainfall, and seasonal variability influenced by the Gu and Deyr rainy seasons.

##### Air Quality and Noise Levels

Baseline air quality at the proposed site is generally acceptable and typical of urban Somali settings with limited industrial activity. Existing noise levels reflect normal urban background conditions, including

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intermittent traffic, commercial activities, and public/government operations. There are no major industrial facilities or high-noise installations directly adjacent to the proposed plot.

### **Topography, Geology and Soils**

The proposed site is generally flat to gently sloping, making it suitable for low- to mid-rise public infrastructure development. Soil conditions primarily consist of sandy to sandy-clayey formations common in the coastal region. No steep slopes, unstable landforms, or erosion-prone areas were observed during the screening and preliminary engineering assessments.

### **Water and Soil Quality**

No known sources of soil or groundwater contamination (such as fuel depots, hazardous waste sites, or industrial effluents) were identified within or adjacent to the project footprint during the screening process.

### **Biological Environment, Ecosystems and Land Cover**

The proposed CSC site is situated on disturbed, human-modified urban land formally designated for public use. Natural habitats are absent within the project footprint. Existing land cover mainly consists of bare ground with limited sparse grasses or shrubs typical of urban settings.

### **Flora and Fauna**

No critical habitats, protected areas, or known habitats of species of conservation concern were identified within or near the proposed site during field verification and stakeholder consultations.

### **Socio-Economic Environment**

The site is located within the administrative core of Kismayo, serving as the capital and main governmental hub of Jubaland State. The surrounding area consists primarily of government offices, public institutions, and urban residential and commercial developments.

#### **Cultural Heritage and Community Values**

Screening and consultations confirmed that no known tangible or intangible cultural heritage sites are present within the project footprint.

### **Land Use and Ownership**

The selected plot is confirmed as government-owned public land, formally allocated for CSC office development by the relevant Jubaland State authorities on 19<sup>th</sup> January 2022.

There are no residential structures, formal businesses, or productive livelihood assets within the demarcated site.

No physical or economic displacement is anticipated. Therefore, ESS5 (Land Acquisition, Restrictions on Land Use and Involuntary Resettlement) is not triggered for this site.

Official proof of land ownership and allocation letters are attached in Appendix Two.

#### **4.1 KISMAYO CIVIL SERVICE COMMISSION (CSC) OFFICE CONSTRUCTION SITE STATEMENT**

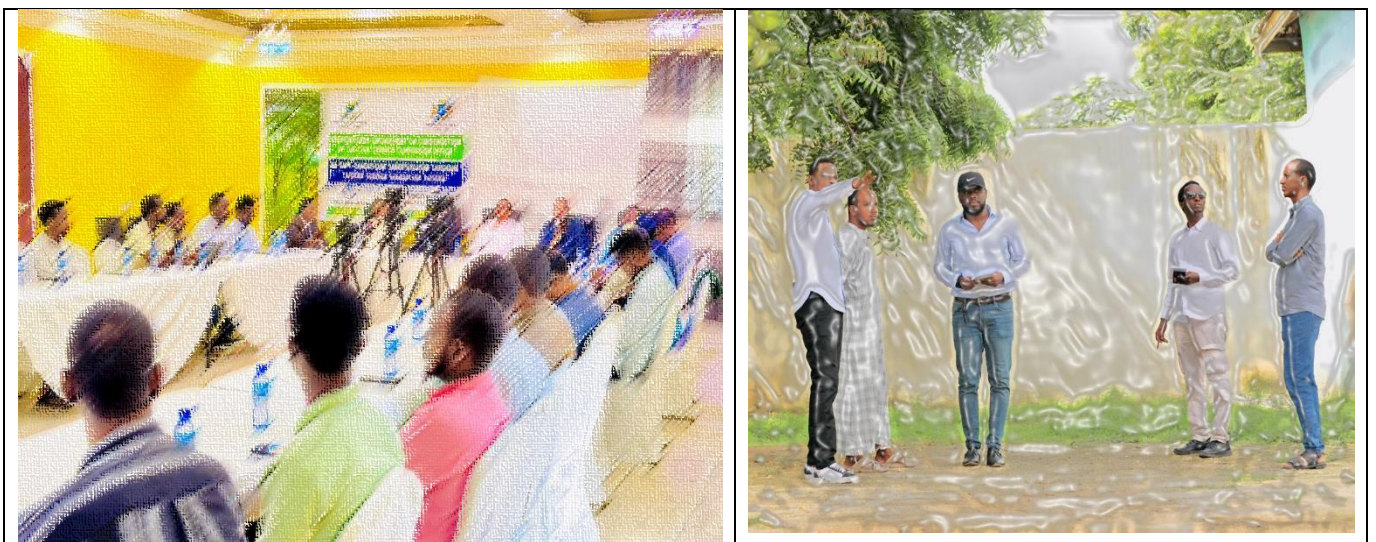
The proposed **Jubaland State Civil Service Commission (CSC) Office** will be constructed in the central part of Kismayo City, near Argo Junction, in close proximity to the Central Bank of Somalia – Jubaland Branch. The site is located within an established administrative zone of the city, characterized by the presence of government institutions and public service facilities, making it strategically suitable for institutional development.

The Jubaland CSC is currently operating from an existing old structure situated on the same plot. Under the proposed development, this structure will be replaced or upgraded to establish a modern and functional office facility that enhances administrative efficiency and service delivery.

**Site Boundaries and Surrounding Landmarks:**

- **West:** Airport Road
- **North:** Jubaland Elders Building and the Women Orientation House
- **South:** Ministry of Information and Social Awareness
- **East:** Vacant public land

The land is free from encumbrances and has been designated by the Jubaland State of Somalia government for institutional development. The site is well-suited for the establishment of a modern office facility to enhance the administrative capacity of the Civil Service Commission in Kismayo.



*Figure 5 During the screening assessment of Jubaland State of Somalia CSC office construction site*

## 4.2 METHODOLOGY

The Environmental and Social Screening Assessment for the proposed **Civil Service Commission (CSC) office construction site in Kismayo, Jubaland State of Somalia** of Somalia, was conducted in accordance with the World Bank's Environmental and Social Framework (ESF). The assessment followed the standard World Bank Environmental and Social Screening Checklist to identify potential environmental and social risks and impacts associated with the proposed infrastructure development.

The methodology adopted for the screening process involved the following key steps:

1. **Site Visit and Observation:** A physical inspection of the proposed CSC office site in Kismayo was undertaken to assess baseline environmental and social conditions, identify any environmentally sensitive features, and determine the proximity to households, public facilities, or vulnerable groups.
2. **Stakeholder Consultations:** Consultations were held with relevant local stakeholders, including representatives of the Jubaland State of Somalia Civil Service Commission, local government

officials, community leaders, and nearby residents, to gather views on the proposed construction and identify any potential concerns or risks.

3. **Use of Screening Checklist:** The World Bank's standard Environmental and Social Screening Checklist was systematically applied to evaluate potential risks related to land acquisition, labor influx, occupational health and safety (OHS), community health and safety, gender-based violence (GBV), solid waste management, and other relevant environmental and social aspects.
4. **Documentation and Risk Categorization:** Findings from the screening were documented and used to determine the environmental and social risk level of the subproject, and to guide the preparation of an Environmental and Social Management Plan (ESMP) tailored to the context of Kismayo .

#### 4.3 SITE-SPECIFIC FIELD VISITS

Physical visits were undertaken to each proposed CSC construction site to observe and document the surrounding physical, biological, and socio-economic conditions. The assessments focused on:

- **Land use** and topographical features
- **Proximity to sensitive receptors** (e.g., schools, hospitals, government institutions)
- **Presence of vegetation**, wildlife, or ecologically sensitive areas
- **Accessibility and safety** of the site for construction

#### Application of the World Bank E&S Screening Checklist

Each site was assessed using the standardized screening template, which includes indicators on:

- Physical environment (topography, drainage, soil stability, flood risk)
- Biological environment (natural habitat, flora, fauna)
- Social environment (land ownership, displacement risk, cultural heritage, community access)
- Land acquisition and legal status (public land, dispute risk)

#### 4.4 STAKEHOLDER CONSULTATIONS

Targeted consultations were held with key local stakeholders in each location to ensure transparency and community awareness. Participants included:

- Municipal officials and local government representatives
- Nearby public institution representatives
- Community leaders and residents
- Civil Service Commission staff (where applicable)

These consultations provided valuable insights into local concerns, land ownership validation, site suitability, and potential environmental or social impacts. They also served as an entry point for future engagement under the project's Stakeholder Engagement Plan (SEP).

#### 4.5 VERIFICATION OF LAND OWNERSHIP

The JSS -CSC land ownership status was confirmed through:

- Review of land documents or municipal allocation letters
- Verification from local authorities
- Observation of land use patterns and absence of current occupants

#### 4.6 DOCUMENTATION AND REPORTING

A site-specific Environmental and Social Screening Form was completed for each location, accompanied by:

- Photographic evidence
- GPS coordinates
- Summary of stakeholder consultations
- Risk classification (Low/Moderate/Substantial) and recommendations for further action if needed

#### Screening Findings

*Table 2 The summary of findings is provided in this table*

| Federal Member State | Screening Date | Location | Land Ownership                                                   | E&S Risks       | Recommendation      |
|----------------------|----------------|----------|------------------------------------------------------------------|-----------------|---------------------|
| Jubaland State       | May 04, 2024   | Kismayo  | Public land Next to Ministry of Information and Social Awareness | None identified | Prepare simple ESMP |

#### 4.7 CONCLUSION

No significant environmental or social risks were identified on the proposed CSC office construction site for Jubaland State of Somalia. The site is located on public land allocated by the respective Civil Service Commission and is free from physical or economic displacement concerns. However, the preparation and implementation of site-specific **Environmental and Social Management Plan (ESMP)** is recommended to ensure adherence to mitigation and monitoring measures in line with the World Bank's Environmental and Social Framework (ESF).

#### 5.0 SOCIO-ECONOMIC PROFILE

Temperatures typically range from **32°C to 38°C**, with the hottest months from **February to May**.

**Kismayo**, the capital city of **Jubaland State of Somalia (JSS)**, is located in southern Somalia along the Indian Ocean coast, approximately 500 km southwest of Mogadishu. Jubaland State comprises three main regions: **Lower Juba, Middle Juba, and Gedo**. Kismayo serves as the administrative, political, and commercial center of Jubaland State and is the capital of the Lower Juba region.

The city is organized into several districts and neighborhoods, including Farjano, Calanley, Faanoole, and Shaqaalaha, among others. As a major port city, Kismayo plays a strategic role in trade, governance, and regional economic activity.

Kismayo experiences a semi-arid to tropical coastal climate influenced by monsoon patterns, with four distinct seasons:

- **Gu' (main rainy season):** April–June
- **Xagaa (dry season):** July–September
- **Deyr (short rainy season):** October–December
- **Jilaal (long dry season):** January–March

Temperatures typically range between **28°C and 35°C**, with relatively higher humidity due to its coastal location. The hottest months generally occur between February and April.

#### 5.1 ADMINISTRATIVE AND GOVERNANCE CONTEXT

Kismayo is the seat of the **Jubaland State of Somalia Government**, hosting key administrative institutions including the **Office of the President of JSS**, various ministries, and independent commissions such as the **Civil Service Commission (CSC)**. It also has an active municipal government under **the Kismayo District Administration**, which oversees local governance, basic services, and urban planning.

## 5.2 POPULATION PROFILE KISMAYO JUBALAND STATE

Kismayo's population comprises a diverse mix of host communities, internally displaced persons (IDPs), and returnees from Dadab Camps in Kenya, as well as returnees from rural areas affected by conflict, drought, and recurrent climatic shocks. Due to its relative security and economic opportunities as a major port city, Kismayo has experienced significant population growth in recent years.

IDP settlements are primarily located in peri-urban and outer areas of the city, where vulnerable households face socio-economic challenges linked to displacement, limited livelihood opportunities, and climate-related shocks.

The demographic profile is characterized by:

- **A predominantly youthful population**, with more than 60% under the age of 25, reflecting Somalia's broader demographic structure.
- **High levels of poverty and unemployment**, particularly among youth and women, contributing to economic vulnerability.
- **Constraints in access to basic services**, including water supply, sanitation, healthcare, and quality education especially in informal and IDP settlements.

This demographic and socio-economic context underscores the importance of inclusive institutional strengthening and employment-generating public investments within Jubaland State.

## 5.3 LAND AND LAND USE

Land in Kismayo is used for:

- Public infrastructure (offices, markets, schools, etc.)
- Residential settlements (both formal and informal)
- Agricultural activities, especially in peri-urban zones
- IDP camps and temporary shelters on public or communal land

## 5.4 ECONOMIC ACTIVITIES

The city functions as a commercial hub for the Bay region. Common economic activities include: (I) Retail trade and market-based commerce (II) Small-scale agriculture and livestock trade (III) Casual labor and Humanitarian aid dependency particularly in construction and transportation.

## 5.5 SECURITY SITUATION

Kismayo remains relatively secure compared to other urban centers in the region, although it has experienced occasional security threats. Security is provided by the Somali Police Force, the Jubaland State Police, and ATMIS (African Union Transition Mission in Somalia), in coordination with community policing mechanisms. Additionally, the Kismayo Stabilization Committee, local elders, and civil society organizations play an active role in peacebuilding and conflict mediation.

## 5.6 SECURITY RISK MANAGEMENT (ESS4)

Given the security context generally in Somalia, security arrangements during the construction phase will be managed in accordance with the World Bank Environmental and Social Standard 4 (ESS4) on Community Health and Safety.

Security personnel deployed under the project may include:

- **Public Security Forces (Police):** The Jubaland State Police will be requested to provide perimeter security and maintain public order during construction activities.
- **Private Security Guards (if required):** Contractors may engage licensed private security personnel for site-level access control and asset protection.

The specific security arrangement will be clarified prior to mobilization and documented in the project's Security Management Plan (SMP).

## 5.7 VULNERABLE GROUPS

Vulnerable groups in Kismayo include: (I) **Internally Displaced Persons (IDPs)** living in overcrowded and underserved camps. (II) **Women and girls**, especially female-headed households and (III) **People with disabilities**, often excluded from services and infrastructure. The proposed project must ensure inclusive consultations and access to benefits and opportunities for these groups, particularly during construction (e.g., job opportunities, public facility access).

Environmental challenges in Kismayo include deforestation, overgrazing, and soil erosion, which contribute to land degradation and heightened risk of desertification. The surrounding areas are largely composed of dry rangelands and degraded agricultural land. The city and its peripheries are also prone to seasonal flash floods, particularly during heavy rainfall, due to poor drainage systems and unchecked settlement expansion.<sup>4</sup>

## 6.0 ENVIRONMENTAL AND SOCIAL IMPACTS ASSESSMENT AND MITIGATION

### 6.1 ENVIRONMENT AND SOCIAL RISKS

The project risk rating is assessed as “Moderate” for environmental and “Substantial” for social considerations. While project activities are designed to have significant positive impacts through the transformation of the civil service and overall service delivery to citizens, the likelihood of project activities leading to adverse social risks and impacts is considered Substantial.

### 6.2 ENVIRONMENTAL RISKS

Civil works related to the proposed construction of public building will likely generate minimal and reversible site-specific risks and impacts such as air pollution and soil erosion during the construction phase, noise pollution and increased levels of dust and vibration from heavy construction machinery. There are concerns about appropriate sourcing of construction materials, as well as risks to community health and safety from possible structural deficiencies. Other environmental risks envisaged include occupational health and safety risks for workers, as well as risks related to improper disposal of solid waste. The new public buildings to be constructed for the government institutions may pose structural safety risks on account of improper supervision or use of poor-quality construction materials.

There are also risks associated with ensuring universal access for all persons, including persons with disabilities. Other risks include improper disposal and management of large amounts of excavated material and other construction debris generated from construction activities. Potential exposure of workers to COVID-19 and other communicable diseases is another environmental risk. The capacity of the governmental agencies to manage these risks is low at present. The environmental risks will be mitigated by way of procedures to be enumerated in this ESMF as well as this Environmental and Social

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<sup>4</sup> <https://worldpopulationreview.com/cities/somalia>

Management Plan (ESMP) which ensure management of environment and social impacts during implementation phase.

### 6.3 SOCIAL RISKS

Security risks for project operations include the protection of project workers, beneficiaries, and affected persons. **Other social risks** related to civil works involving rehabilitation and construction of office blocks

- Child labor/Forced labor risks
- Labor influx risks
- labor disputes over terms and conditions of employment
- Community and workers' health and safety
- Risks associated with construction/rehabilitation work and operation.
- SEA/SH and other forms of GBV
- Lack of inclusive and meaningful consultations
- Insecurity and Armed Group Activity

### 6.4 BIODIVERSITY AND VEGETATION

The construction of the Civil Service Commission (CSC) office in Kismayo is expected to involve site clearing, excavation, and removal of topsoil, which may result in the loss of native vegetation and associated biodiversity **within** the immediate project footprint. Although the site is within an urban or peri-urban area, the vegetation covers such as shrubs, grasses, and isolated trees provides habitat for small fauna, supports soil stability, and contributes to microclimatic regulation. The removal of vegetation can lead to habitat fragmentation, soil erosion, and reduction in local species richness, especially in ecologically sensitive zones that may border degraded rangelands or flood-prone areas.

### 6.5 NOISE AND EXCESSIVE VIBRATION

The use of heavy machinery, concrete mixers, and transportation trucks during the construction of the CSC office will not be expected to generate noticeable noise and vibration, because the site is not located within a residential area, but rather within a public institutional zone surrounded by government offices and administrative buildings. As such, no significant disturbance to households, children, the elderly, or hospitals is anticipated. However, to maintain good construction practices and minimize disruption to nearby administrative operations, the contractor will still ensure that high-noise activities are limited to **daytime hours (7:00 AM to 6:00 PM)**, equipment is regularly maintained and fitted with silencers.

### 6.6 AIR POLLUTION (DUST AND VEHICLE EMISSIONS)

Dust emissions from excavation, material handling, and movement of vehicles are likely to deteriorate ambient air quality during construction, particularly during dry and windy conditions. To manage this, the site will implement dust suppression measures such as regular water spraying, cover stockpiles and trucks transporting loose materials, and **enforce** low-speed limits.

### 6.7 SOIL AND WATER POLLUTION

Construction activities can lead to soil contamination and water pollution, particularly from accidental fuel or oil spills, improper storage of chemicals, or uncontrolled surface runoff during rainfall. To minimize this risk, the project will establish designated fuel and chemical storage areas with impermeable flooring and containment bunds.

## 6.8 WASTE GENERATION

The project will generate considerable quantities of solid waste, including construction debris (cement bags, packaging, timber offcuts, metal scrap), as well as domestic waste from the workforce. To address this, a site-specific Waste Management Plan will be developed and this will include in the contractor plans.

## 6.9 HAZARDOUS WASTE MANAGEMENT

Hazardous waste may be generated in small quantities during construction, including paint residues, and empty chemical containers. To mitigate this, hazardous waste will be clearly labeled, stored in secure, leak-proof containers, and kept in a designated area with restricted access.

## 6.10 OCCUPATIONAL HEALTH AND SAFETY (OHS) RISKS AND IMPACTS

The construction of the CSC office in Kismayo will involve various high-risk activities such as excavation, concrete mixing, scaffolding, welding, lifting of heavy materials, and operation of machinery. These activities expose workers to a range of occupational health and safety (OHS) risks, including falls from height, injuries from equipment or sharp objects, exposure to dust and noise, electrical hazards, and potential accidents involving construction vehicles. Inadequate use of personal protective equipment (PPE), lack of safety signage, and limited first aid preparedness may exacerbate these risks.

To minimize OHS risks, the contractor will be required to implement a comprehensive Occupational Health and Safety Management Plan (OHSMP). All workers will receive pre-employment OHS orientation and regular toolbox trainings, particularly on safe equipment handling, working at heights, and emergency response. The site will be equipped with clearly marked safety zones, first aid kits, fire extinguishers, and visible warning signage. Use of PPE (helmets, gloves, boots, reflective vests, etc.) will be strictly enforced, and a designated OHS officer will be present on-site to ensure daily compliance and reporting.

## 7.0 ENVIRONMENTAL AND SOCIAL MANAGEMENT PLAN(ESMP)

The purpose of this Environmental and Social Management Plan (ESMP) is to ensure that all identified environmental and social risks and impacts related to the construction of the Civil Service Commission (CSC) office in Kismayo, Jubaland State of Somalia are effectively managed throughout the project lifecycle from construction to completion.

The ESMP outlines the mitigation, adaptation, prevention, and enhancement measures that contractors, supervisors, and stakeholders must adopt in line with the World Bank Environmental and Social Framework (ESF) and relevant national policies.

### 7.1 KEY OBJECTIVES OF THE ESMP:

- To identify and mitigate environmental and social risks and impacts.
- To enhance the positive impacts of the project (e.g., employment creation, local procurement).
- To propose mechanisms for monitoring and compliance.
- To assign clear roles and responsibilities to implementing partners.
- To ensure inclusive participation of stakeholders, including vulnerable groups.
- To estimate costs for safeguards implementation.

### 7.2 POSITIVE ENVIRONMENTAL AND SOCIAL IMPACTS

- Job creation for both skilled and unskilled labor within Kismayo.

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- Improved local economic activity, especially for construction-related suppliers and service providers.
- Income-generating opportunities for vulnerable groups, including youth and IDPs.
- Climate adaptation features, such as Rainwater harvesting has been integrated into the final building design to enhance water efficiency and climate resilience in line with the project's ESMP commitments
- The proposed site is not located within a designated floodplain, and surface drainage systems have been designed in accordance with geotechnical assessment findings to ensure structural stability and effective stormwater management.

### 7.3 NEGATIVE ENVIRONMENTAL AND SOCIAL IMPACTS

While the project is considered moderate in scale, the following negative impacts are expected:

- Air, noise, and water pollution during construction.
- Generation of solid and hazardous waste.
- Occupational health and safety (OHS) risks to workers and community members.
- Disturbance of local biodiversity and vegetation clearance.
- Community access restrictions during construction.
- Potential risks of SEA/SH and GBV.
- Possible non-compliance with labor laws or exclusion of vulnerable groups.

## 8.0 ENVIRONMENTAL AND SOCIAL IMPACTS MITIGATION PLAN

Below is a consolidated summary of mitigation measures designed to address the environmental and social (E&S) risks associated with the construction of the Civil Service Commission (CSC) office in Kismayo , Jubaland State of Somalia of Somalia. These measures are developed in line with the requirements of the Somalia Enhancing Public Resource Management Project (SERP) Environmental and Social Management Framework (ESMF) and aligned with the World Bank's Environmental and Social Framework (ESF), specifically ESS1 through ESS10.

- Table 3 below presents a detailed Environmental and Social Mitigation Matrix that outlines: The potential environmental and social risks and impacts;
- The corresponding proposed mitigation measures;
- Monitoring indicators and frequency to track compliance and effectiveness;
- Clearly assigned responsibility for implementation and monitoring; and
- Associated budget estimates or contract inclusions.

This matrix provides a practical and site-specific roadmap to ensure that construction-related impacts in Kismayo are identified, mitigated, monitored, and reported effectively throughout the lifecycle of the subproject. By consolidating mitigation responsibilities across all applicable safeguards standards, the ESMP ensures compliance with both national and World Bank safeguards systems.

*Table 3 Environmental and Social Impacts Mitigation Matrix*

| ESS  | Risks and Impacts                                                                       | Proposed Mitigation Measures                                                                                                               | Monitoring Indicators                                          | Monitoring Frequency | Responsible body                      | Estimated Cost (USD)    |
|------|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|----------------------|---------------------------------------|-------------------------|
| ESS1 | Poor implementation of mitigation measures and weak monitoring                          | Assign qualified E&S staff; integrate safeguards in supervision contracts; conduct regular compliance audits; contractor to prepare C-ESMP | Audit reports; safeguard personnel present; presence of C-ESMP | Monthly              | PCU, Contractor, Supervising Engineer | Included in supervision |
| ESS2 | Occupational Health and Safety (OHS) risks: injuries, machinery accidents, slips, falls | Provide PPE, safety training, signage, OHS induction; emergency plans; ensure first aid and insurance coverage                             | Incident reports; training logs; PPE records                   | Daily                | Contractor, OHS Officer               | 1,300                   |

| ESS  | Risks and Impacts                                                                                                                                                                 | Proposed Mitigation Measures                                                                                                                                                                   | Monitoring Indicators                                                                 | Monitoring Frequency | Responsible body                    | Estimated Cost (USD) |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|----------------------|-------------------------------------|----------------------|
| ESS3 | Labor influx, remuneration disputes, child and forced labour, discrimination, and exclusion of vulnerable groups from employment, lack of accessible and functioning worker's GRM | Implement LMP; maintain labor registry with age verification; prioritize local hiring; establish and operationalize worker GRM                                                                 | Worker registry; contracts; grievance logs                                            | Monthly              | Contractor, Labor Inspector, PCU    | Included in contract |
|      | Labor law non-compliance                                                                                                                                                          | Enforce labor rights; contracts; age verification                                                                                                                                              | Worker records; contract logs                                                         | Monthly              | Contractor, Labor Inspector         | Included in contract |
|      | Air pollution from dust and vehicle emissions                                                                                                                                     | Water spraying, cover loose materials, maintain vehicles, avoid idling                                                                                                                         | Dust suppression logs; complaints                                                     | Weekly               | Contractor, Environmental Officer   | Included in BOQ      |
|      | Noise pollution and vibration                                                                                                                                                     | Provide hearing protection gears for use by workers when exposed to noise levels above 85 dB(A); use modern construction equipment, which produces less noise; use of noise shielding screens. | No. of noise related complaints received; provision of hearing protection for workers | Daily                | Contractor, Environmental Officer   | Included in BOQ      |
|      | Soil and water pollution from chemicals and fuel                                                                                                                                  | Designated storage; spill kits; training; containment areas                                                                                                                                    | Spill records; water/soil quality logs                                                | Biweekly             | Contractor, Environmental Officer   | 1000                 |
|      | Solid and hazardous waste accumulation                                                                                                                                            | Segregate waste; provide bins; dispose via licensed handlers; reuse where possible                                                                                                             | Waste volume; bin use; disposal certificates                                          | Weekly               | Contractor, Waste Officer           | 1,000                |
| ESS4 | Traffic disruption and pedestrian safety hazards                                                                                                                                  | Implement traffic plan; post signage; use qualified and licensed drivers; train drivers; provide safe walkways                                                                                 | Incident logs; signage in place                                                       | Weekly               | Contractor, Traffic Liaison Officer | 400                  |

| ESS   | Risks and Impacts                                             | Proposed Mitigation Measures                                                                                                      | Monitoring Indicators                                      | Monitoring Frequency | Responsible body                     | Estimated Cost (USD) |
|-------|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|----------------------|--------------------------------------|----------------------|
| ESS6  | GBV, SEA/SH risks during construction activities              | Implement GBV Action Plan; ensure employees sign Codes of Conduct; undertake training on GBV/SEA-SH; set up survivor-centered GRM | Signed CoCs; GBV trainings; GRM use                        | Monthly              | Contractor, Social Safeguard Officer | 700                  |
|       | Security threats to workers or property                       | Coordination with local security; prepare and implement site-specific SMP; low-visibility signage                                 | Security logs; presence of SMP, presence of trained guards | Monthly              | Contractor, Local Police, PCU        | 300                  |
|       | Loss of vegetation or disturbance to local fauna              | Limit clearing; replant trees; worker sensitization on environmental conservation.                                                | Vegetation cleared/planted; awareness sessions held        | Construction phase   | Contractor, Environmental Officer    | 600                  |
| ESS 8 | Risk of Chance Finds                                          | Implement a chance find procedure in case chance find are found during excavation works.                                          | Presence of chance find procedure                          | Construction phase   | Contractor, Environmental Officer    | No additional costs. |
| ESS10 | Insufficient engagement of stakeholders and vulnerable groups | Implement SEP; accessible consultations; inclusive GRM                                                                            | Consultation reports; GRM records                          | Quarterly            | PCU, Community Liaison Officer       | 500                  |

## 9.0 GRIEVANCE REDRESS MECHANISM

In line with Environmental and Social Standard 10 (ESS10) of the World Bank's Environmental and Social Framework (ESF), this project has established a structured and accessible Grievance Redress Mechanism (GRM) to enable timely, confidential, and culturally appropriate resolution of concerns arising from the construction of the Civil Service Commission (CSC) Office in **Kismayo**, Jubaland State of Somalia of Somalia. The GRM provides both project-affected persons and workers including vulnerable groups with the means to raise issues, provide feedback, or report adverse impacts.

### Objectives of the GRM

- Ensure early identification and resolution of concerns;
- Promote accountability and transparency during project implementation;
- Provide accessible, confidential, and inclusive channels for grievances;
- Strengthen community confidence in the project;
- Support project compliance with **ESS2 and ESS10**, as well as national labor and environmental laws.

## 9.1 SCOPE OF THE GRM

The GRM covers:

- Environmental and social risks associated with civil works;
- Labor and working conditions;
- Gender-Based Violence/Sexual Exploitation, Abuse and Harassment (GBV/SEAH);
- Waste management, safety, and occupational health;
- Land-related disputes or access issues (if any);
- Community feedback and suggestions.

Table 4 Grievance Submission Channels

| Method of Contact                    | Details                                                  |
|--------------------------------------|----------------------------------------------------------|
| Email                                | <a href="mailto:serpGRM@gmail.com">serpGRM@gmail.com</a> |
| Toll-free Phone                      | <b>2494</b> (national access)                            |
| Walk-in                              | CSC Office / PIU Offices in Kismayo                      |
| Letter Submission                    | To GRM focal points at CSC/health/post sites             |
| Complaint Forms                      | Available at community centres and project sites         |
| Suggestion Boxes                     | Installed at site and healthcare facilities              |
| SMS/Hotline (Confidential GBV cases) | Managed by PCU GBV Officer                               |

These channels are managed by the **SERP Project Coordination Unit (PCU)**, **SERP Project Implementation Unit at state level** and Civil Service Commissioners and will be promoted through **public awareness campaigns, community radios, posters, leaflets, and social media** to ensure all community members including women, IDPs, and persons with disabilities are aware of and can access the GRM.

Table 5 Grievance Management Process

| Step | Action                                       | Timeline      | Responsible Body                                      |
|------|----------------------------------------------|---------------|-------------------------------------------------------|
| 1    | Register grievance in written or verbal form | Within 1 day  | FMS-level Grievance Committee (GRC), supported by PCU |
| 2    | Screen and assess the grievance              | Within 3 days | FMS-level GRC + PCU                                   |
| 3    | GRC meeting and resolution planning          | Within 3 days | FMS-level GRC + PCU                                   |

| Step | Action                                          | Timeline      | Responsible Body    |
|------|-------------------------------------------------|---------------|---------------------|
| 4    | Implement resolution or initiate appeal process | Within 4 days | FMS-level GRC + PCU |
| 5    | Document resolution and submit report to PCU    | Within 5 days | FMS-level GRC + PCU |
| 6    | Escalate to judiciary system if unresolved      | Any time      | Complainant         |

## 9.2 APPEAL PROCESS AND ANONYMITY

The GRM includes a **three-tier grievance system**:

1. **Zone/Community Level**
2. **FMS Level (Kismayo – Jubaland State of Somalia )**
3. **Federal PCU Level**

If a complainant is unsatisfied, they may **appeal to higher levels** or choose to access the **national judiciary system**. The GRM allows for **anonymous grievances** and **respects complainant confidentiality** at all stages. **Appeal Process**. In the FMS cities has three-tier grievance systems in place at zone, FMS and FGS levels, as illustrated in the below presented schematic. The aggrieved will always have the option to resort to national judiciary system.

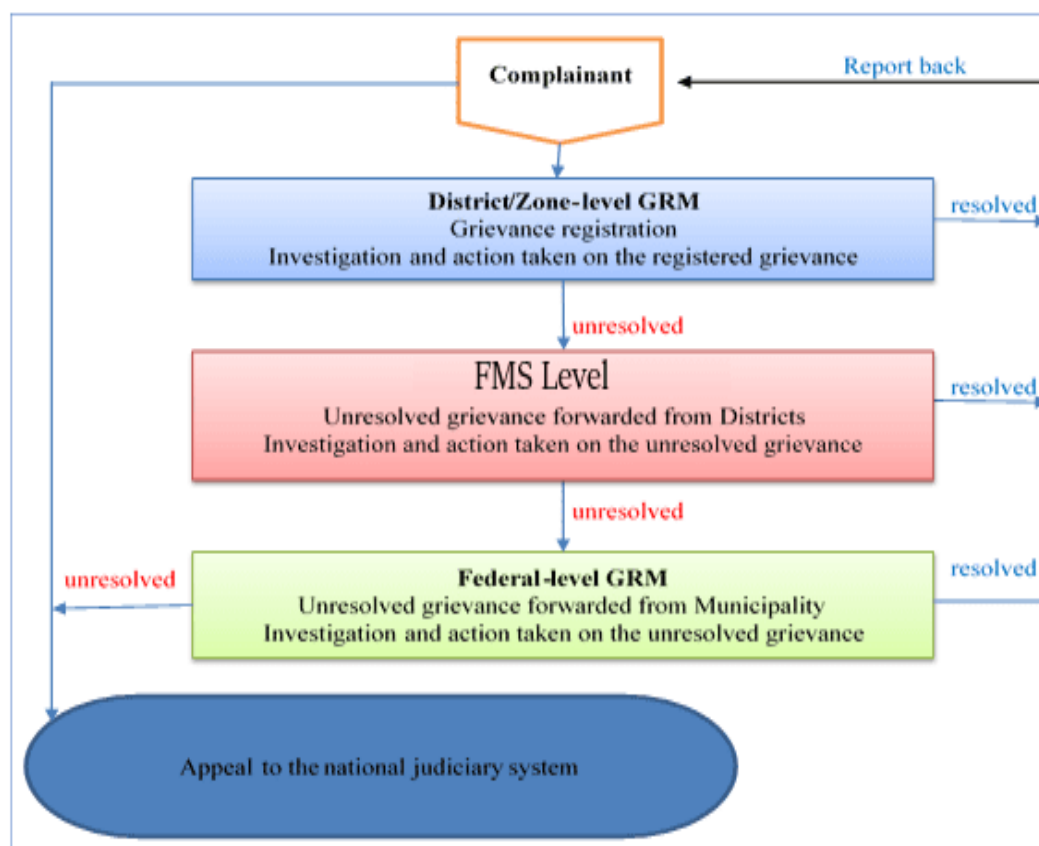


Figure 6 Appeal Process and Anonymity

### 9.3 GRIEVANCE MANAGEMENT PROCESS

The PCU ensure grievances are addressed through the steps within the indicative timelines presented in the table below.

*Table 6 Grievance Redress Committee (GRC) Members*

| No | Name              | Gender | Position                 | Representation             |
|----|-------------------|--------|--------------------------|----------------------------|
| 1  | Abdi Salan Fidow  | Male   | Chairperson              | Galmudug PM                |
| 2  | Mohamed Nor Salah | Male   | Deputy Chairperson       | Jubaland PM                |
| 3  | Abdirahman Mowlid | Male   | Secretary                | Jubaland State PM          |
| 4  | Mohamed Kabah     | Male   | Member                   | Hirshabelle PM             |
| 5  | Mohamed Antooobo  | Male   | Member                   | PCU Social Dev. Specialist |
| 6  | Raqia Hussein     | Female | Member (GBV Focal Point) | PCU GBV Officer            |

### 9.4 WORKER GRM AND CONTRACTOR RESPONSIBILITIES

Once the construction contractor is mobilized, they will be required to establish a site-specific GRM for:

- Worker-related grievances (aligned with ESS2 and Labor Management Procedures (LMP))
- Community grievances related to project impact or employment;
- Referrals for cases involving safety, labor violations, or SEA/SH.

All contractor staff and site supervisors must be trained on grievance handling procedures, and grievance logbooks shall be maintained onsite.

### 9.5 GBV/SEAH GRIEVANCE MECHANISM AND PROTOCOLS

A dedicated GBV/SEAH-sensitive channel is operational, overseen by **Raqia Hussein**, experienced female SERP Project GBV Officer. The GRM for GBV/SEA cases is:

- Confidential, survivor-centered, and trauma-informed;
- Offers referrals to medical, psychological, legal, or protection services with informed consent
- No formal complaint is required to access services;
- Only limited information is recorded (survivor's words, age, gender, perpetrator's relation to project) with consent;
- Cases will be reported to the World Bank within 24 hours.

No personally identifiable information (PII) of survivors or complainants will be disclosed under any circumstances. All cases will be handled and reported in accordance with strict confidentiality protocols to protect privacy and dignity. Referrals to service providers will only be made with the informed consent of the survivor, in line with established ethical and survivor-centered principles.

Awareness campaigns on GBV/SEAH risks, rights, and reporting pathways will be trained and delivered using radio, posters, and trusted local networks.

### 9.6 MONITORING OF THE GRM

The PIU at FMS level and PCU at FGS level will monitor:

- Number and nature of complaints;
- Timeliness and satisfaction of responses;
- GRM accessibility by gender and vulnerability;
- Worker and community feedback.

This data is reviewed quarterly and used to improve the project's responsiveness and accountability.

## 10.0 MONITORING AND REPORTING

Monitoring and reporting are critical to ensuring the effective implementation of this Environmental and Social Management Plan (ESMP) for the Kismayo Civil Service Commission (CSC) office construction. Monitoring activities will assess compliance with the ESMP, track performance against mitigation measures, and ensure alignment with both national legislation and the World Bank Environmental and Social Framework (ESF).

### 10.1 OBJECTIVES OF MONITORING AND REPORTING

The monitoring and reporting framework aims to:

- Track implementation of ESMP mitigation measures;
- Identify non-compliance and areas for improvement;
- Ensure timely corrective actions;
- Promote transparency and accountability among implementing parties.

The process includes regular site-level monitoring by the contractor and supervision consultant, quarterly reviews by the PCU, and periodic spot-checks by the PCU Monitoring and Evaluation Specialist. In the event of serious incidents such as fatalities, immediate reporting and root cause analysis are required.

#### Types of Issues to Be Monitored and Reported

The following environmental and social issues shall be systematically monitored:

- Implementation of ESMP mitigation measures by ESS category;
- Environmental Health and Safety (EHS) compliance (use of PPE, first aid, sanitation, safety protocols);
- Labor and working conditions (worker lists, contract status, grievances);
- Functionality and trends of the project's GRM (community and worker grievances);
- Waste and pollution management (solid waste, air, water, noise);
- SEA/SH prevention, Code of Conduct compliance, and awareness efforts;
- Biodiversity and vegetation management (e.g., restoration of cleared sites);
- Security-related incidents around the construction site;
- Stakeholder engagement activities and community feedback;
- Any incident, including:
  - A. Fatalities or serious injuries
  - B. Chemical spills
  - C. Structural failures
  - D. Accidents involving community members

In case of an occupational fatality or serious injury, the contractor at state level and supervision consultant firm must notify the PCU at FGS level and the World Bank **within 24 hours**, in line with Somalia's Labor Code (Article 102). Appropriate corrective actions and root cause analyses must follow, either by the PCU or the contractor, depending on the case.

*Table 7 Timeliness of Reporting*

| Type of Report                            | Frequency / Timeline                   | Recipient(s)                            |
|-------------------------------------------|----------------------------------------|-----------------------------------------|
| Monthly Contractor E&S Performance Report | By the 5th day of each month           | PCU, Engineering Supervision Consultant |
| Quarterly PCU E&S Report to World Bank    | Within 15 days after each quarter ends | World Bank Task Team, Federal-level PCU |

|                                                              |                                                               |                                                                           |
|--------------------------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------------------|
| GRM Summary Report                                           | Quarterly                                                     | PCU, FGS Ministries, World Bank                                           |
| Incident Report (non-fatal)                                  | Within 72 hours of becoming aware                             | PCU, Engineering Consultant                                               |
| Serious Injury or Fatality Notification                      | Within 24 hours of incident                                   | FGS-level PCU, World Bank, Government Labor Authority (as per Labor Code) |
| Daily recording with monthly reporting to ESC/PCU            | Daily implementation records by ESHS officer and site manager | Contractor                                                                |
| Root Cause Analysis & Corrective Action Plan (post-incident) | Within 7 days after incident investigation                    | PCU, World Bank                                                           |
| Final Completion Report                                      | Within 30 days of project handover                            | PCU, World Bank                                                           |

## 11.0 STAKEHOLDER ENGAGEMENT PLAN

Meaningful stakeholder engagement, considered as providing stakeholders with detailed information on the project in a manner that is appropriate for the stakeholder and seeking their active participation in order to ensure informed decision making, has been the main principle guiding consultations in Kismayo, Jubaland State of Somalia. The SERP Stakeholder Engagement Plan (SEP)<sup>5</sup> of February 2022 provides clear guidance and information on who the Project's stakeholders are and the different categories they fall under.

### 11.1 STAKEHOLDER IDENTIFICATION AND ENGAGEMENT

Different categories of stakeholders comprising individuals, groups, and institutions with varying levels of interest and influence were actively consulted and engaged during the planning and preparation of the Kismayo Civil Service Commission (CSC) office construction. These included representatives from key state institutions such as the Ministries of Finance, Public Works, Labor, and Environment and Climate Change, along with the Jubaland State of Somalia Civil Service Commission and local government authorities. Using the Stakeholder Engagement Plan (SEP) as a guiding framework, a detailed stakeholder mapping was conducted in Kismayo, which identified the following stakeholder categories:

#### 1. Project-Affected Parties (PAPs):

- Individuals who are expected to benefit directly from the project through employment or business opportunities (e.g., local laborers, small suppliers, vendors);
- Private service providers such as utility companies that may be engaged during the construction phase.

#### 2. Other Interested Parties (OIPs):

- The Jubaland State of Somalia Civil Service Commission and associated technical departments;
- Line ministries responsible for infrastructure, finance, labor, and environmental oversight;

<sup>5</sup> <https://mof.gov.so/publications/stakeholder-engagement-plan-somalia-enhancing-public-resource-management-serp-p177298>

- Development partners and international NGOs who may support or collaborate with the project;
- Organized community-based groups, including youth and women’s organizations, who represent local interests.

### 3. Disadvantaged and Vulnerable Groups:

- Populations with specific needs and potential barriers to participation, including Internally Displaced Persons (IDPs), female-headed households, widows, elderly persons, orphans, and individuals living with chronic illness or disability.

The engagement approach was designed to be inclusive, culturally appropriate, and responsive to the concerns of all stakeholder categories, ensuring that vulnerable groups were given equal opportunity to participate and provide input throughout the ESMP development process.

## 11.2 STAKEHOLDER ENGAGEMENT IN KISMAYO JUBALAND STATE OF SOMALIA

Stakeholder engagement was a core element in the preparation and design of the Environmental and Social Management Plan (ESMP) for the Kismayo Civil Service Commission (CSC) office construction. Engagement activities were conducted in two phases: the initial awareness and screening consultations in May 12<sup>th</sup> 2024, and the ESMP preparation consultations on February 9<sup>th</sup> 2025. Together, these phases provided a platform for inclusive participation, knowledge-sharing, and consensus-building among key stakeholders at the state and local levels.

### Objectives of the Stakeholder Consultations

Across both phases, the stakeholder consultations in Kismayo aimed to:

- Raise awareness about the SERP project and the World Bank’s Environmental and Social Framework (ESF);
- Present the project objectives, institutional arrangements, and anticipated impacts;
- Introduce the Grievance Redress Mechanism (GRM);
- Validate the initial screening results and proposed mitigation measures;
- Gather site-specific inputs to tailor the ESMP to the local context;
- Ensure alignment with national legislation and World Bank ESS requirements (**particularly ESS1, ESS2, ESS4, and ESS10**).

### Participants and Institutional Representation

Stakeholders engaged in Kismayo represented a cross-section of institutional and community actors, including:

- Jubaland State of Somalia Civil Service Commission;
- Ministries of Finance, Public Works, Labor, and Environment & Climate Change;
- Kismayo District Administration and Local Government;
- Community-based organizations, including youth groups, women’s associations, and representatives of vulnerable groups such as IDPs, female-headed households, and persons with disabilities.

### Participation Overview Kismayo Total (Both Phases Combined)

| Category | Number of Participants |
|----------|------------------------|
| Male     | 55                     |
| Female   | 5                      |
| Total    | 60                     |

- **Phase One (May 12, 2024): 20 participants (4 Female, 16Male)**

- **Phase Two (Feb 09 2025): 40 participants (1 Female, 39 Male)**

#### **Key Discussion Points and Outcomes**

The consultations reaffirmed strong and sustained community and institutional support for the CSC project in Kismayo. Notable outcomes and recommendations included:

- Broad endorsement of the project's objectives and site selection;
- Requests for universal accessibility features in the building design to accommodate persons with disabilities;
- Emphasis on ensuring transparency in contractor recruitment and equitable allocation of employment opportunities;
- Advocacy for inclusion of vulnerable and marginalized groups, particularly IDPs and female-headed households, in construction-related job opportunities;
- Community calls for effective waste management, adherence to labor standards, and enforcement of occupational health and safety measures on-site.

The screening conducted in Phase One also confirmed that the site posed a low environmental and social risk, supporting the preparation of a proportional, site-specific ESMP.



*Figure 7 phase one: preliminary stakeholder engagement in Kismayo Jubaland State of Somalia.*



*Figure 8 phase two ESMP Preparation Stakeholder Engagement in Kismayo Jubaland State of Somalia.*

In line with ethical standards, **verbal consent** was obtained from all individuals appearing in documentation photos and all images used have been **intentionally blurred** to maintain privacy and confidentiality.

### 11.3 SUMMARY OF ISSUES RAISED DURING CONSULTATIONS

*Table 8 summary of issues raised during consultations & responses provided*

| Name                     | Questions/Concerns/Comments                                                                                                                                                                                                                                                                                                 | Responses Provided                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Hafsa Mustaf Adan</b> | Recruitment challenges and concerns regarding fairness often arise during procurement and construction processes. In line with the World Bank Environmental and Social Framework (ESF), how can fairness, transparency, and accountability be ensured during the construction of the Civil Service Commission (CSC) office? | <b>PCU E&amp;S Provided the following answer.</b><br><br>Ensuring fairness during the construction of the CSC office requires strict adherence to the World Bank ESF principles, particularly ESS2 (Labor and Working Conditions), <b>ESS10</b> (Stakeholder Engagement and Information Disclosure), and the Bank's Procurement Regulations, including Transparent Procurement Process, Merit-Based Recruitment, and Labor Management Procures. |
| <b>Abdiqani Mohamed</b>  | How will local laborers be involved in construction?"                                                                                                                                                                                                                                                                       | <b>Response by Commissioner Siyad:</b> Priority will be given to local labor recruitment, with fair wages and safe working conditions as well as Jubaland Labor Laws.                                                                                                                                                                                                                                                                           |

### 11.4 INFORMATION DISCLOSURE PROGRAM

Multiple channels will be used for in country information disclosure Somali language: i) local radio stations; (ii) publication of posters and public notification in the targeted areas accessible to local communities, relevant organizations, and other stakeholders; and (iii) stakeholder workshops. Printed copies of the E&S Instruments will be made accessible for the general public at PCU office and government offices such as the Civil Service Commission.

### 11.5 CONCLUSION

In conclusion, stakeholder engagement in Kismayo , Jubaland State of Somalia of Somalia played a critical role in informing the design and preparation of this Environmental and Social Management Plan (ESMP). Through a phased and participatory process, a total of **60 stakeholders comprising 5 women and 55 men** were engaged between **May 12<sup>th</sup> 2024 and February 9<sup>th</sup> 2025**.

These consultations created space for open dialogue and collaborative planning, helping to:

- Validate screening findings and proposed mitigation measures;
- Identify location-specific environmental and social risks;
- Strengthen alignment with national regulatory frameworks and the World Bank's Environmental and Social Framework (ESF);
- Ensure that the voices of vulnerable and marginalized groups were meaningfully included.

Participants represented a wide range of stakeholders, including government institutions, local authorities, civil society groups, and members of the affected community. Their feedback directly shaped the ESMP's content, particularly regarding labor inclusion, accessibility, grievance redress, and transparency measures.

## 12.0 INSTITUTIONAL IMPLEMENTATION ARRANGEMENTS AND RESPONSIBILITIES

### 12.1 PROJECT COORDINATION UNIT

The PCU has the overall responsibility of implementing the project in Federal Member States. The PCU is comprised of a coordinator, and specialists in the following areas: E&S safeguards, M&E, Finance and Admin, and a GBV officer. The E&S Specialists will have the overall responsibility in carrying out E&S screening, preparing all requisite E&S instruments (such as ESMP, SEP) and seeking the approval of the Bank before in-country disclosure. In this case the PCU Environmental and Social Development Specialist will ensure compliance with all safeguards requirements. Specific responsibilities will include:

- Carry out E&S screening of subprojects; and manage the preparation and implementation of all safeguards instruments;
- Establish and ensure functionality of Grievance Redress Mechanism (GRM);
- Ensure that the SERP subproject design, specifications and budget adequately reflect the recommendations of the ESMP;
- Review and approve the Contractor's ESMP and material measures of the project LMP;
- Prepare regular monthly/quarterly/semi-annual progress reports with statutory requirements;
- Develop, organize, and deliver appropriate environment and social safeguards related training courses for the PCU staff, contractors, local government/community representatives and others involved in the project implementation;
- Liaise with the Contractors and the PCU/MDAs on implementation of the ESMP/SEP and other E&S instruments;
- Establish dialogue with the affected communities and other key stakeholders (such as vulnerable groups, NGOs and community groups) and ensure that the environmental and social concerns and suggestions are incorporated and implemented in the project;
- Review the performance of the project in terms of environment and social safeguards, through an assessment of the periodic internal monthly and quarterly environmental and social monitoring reports; provide summaries of same and initiate necessary follow-up actions;
- Provide support and assistance to the Government MDAs and the World Bank during Project Review Missions; and
- Immediately report to PCU and the Bank any incident or accident related to the Project which has, or is likely to have, a significant adverse effect on the environment, the affected communities, the public or workers.
- Engage and manage contractors/subcontractors in accordance with this LMP, OHS aspects in the ESMP and the applicable Procurement Documents.
- Ensure that contractors prepare C-ESMP that comply with the project SEP, LMP, ESMP (OHS-related provisions) for approval before the contractor is allowed to mobilize to the field.
- Monitor that contractors/subcontractors are meeting obligations towards contracted workers as included in the Contractor's ESMP and the applicable Procurement Documents.
- Monitor the potential risks of child labor, forced labor and serious safety issues in relation to primary supply workers.

- Monitor training of relevant project workers.
- Ensure that the grievance mechanism for project workers is established and effective and that workers are informed of it.
- Monitoring the implementation of the Worker Code of Conduct and any other measures to address risks of sexual exploitation and abuse (SEA)/sexual harassment (SH).
- Report to the World Bank on labor and occupational health and safety performance, including immediate notification of any project-related death or serious accident.
- Support the contractor on OHS management during subproject operational phase once the constructed/rehabilitated facilities are handed over to the municipality.
- Incorporate the relevant aspects of the ESCP, ESMP and the LMP, into the ESHS specifications of the procurement documents (including code of conduct on GBV and OHS measures) with contractors, together with non-compliance remedies.

## 12.2 CONTRACTOR

The Contractor to be engaged for civil works under the SERP will be responsible for the following:

- Employ or appoint qualified environmental, social, occupational health and safety expert(s) to manage ESHS issues.
- Prepare and implement their Contractor's ESMP (including OHS provisions) which will apply to the contracted workers who work on the projects. These plan will be submitted to the PCU for review and approval before the contractor is allowed to mobilize to the field.
- Ensure that all contractor and subcontractor workers understand and sign the Code of Conduct prior to the commencement of works, take all other measures to address risks of sexual exploitation and abuse (SEA)/sexual harassment (SH) as specified in the contractor's ESMP and supervise compliance with such measures.
- Supervise their subcontractors to ensure adherence to the C-ESMP.
- Maintain records of recruitment and employment of contracted workers (including subcontractors) with age verification to avoid child labor.
- Provide induction and regular training to contracted workers on environmental, social and occupational health and safety issues, including training to workers exposed to specific risks associated with their work.
- Require the primary supplier to identify and address risks of child labor, forced labor and serious safety issues for primary supply workers.
- Develop and implement the grievance mechanism for contracted workers, including ensuring that grievances received from their contracted workers are resolved promptly, and reporting the status of grievances and resolutions.
- Maintain records of incidents and accidents on the project site and participate in related incident/accident investigations.
- Warn the workers of any imminent or deteriorating risk situation that could result in an accident and instruct when it is safe to proceed.

- Report to PCU on labor and occupational health and safety performance during subprojects operation.
- Employ or appoint qualified environmental, social, occupational health and safety expert(s) to manage ESHS issues;
- Prepare and implement Contractor's ESMP (including OHS provisions) which will apply to the contracted workers who work on the Projects. These procedures and plans will be submitted to the PCU for review and approval before the contractor is allowed to mobilize to the field;
- Ensure that recruitment of casual workers is done as per the LMP and the C-ESMP.
- Supervise their subcontractors to ensure adherence to C-ESMP.
- Maintain records of recruitment and employment of contracted workers (including subcontractors) with age verification to avoid child labor;
- Provide induction and regular training to contracted workers on environmental, social and occupational health and safety issues, including training to workers exposed to specific risks associated with their work and keep records of these trainings;
- Require the primary supplier to identify and address risks of child labor, forced labor and serious safety issues for primary supply workers;
- Develop and implement the grievance mechanism for contracted workers, including ensuring that grievances received from their contracted workers are resolved promptly, and reporting the status of grievances and resolutions. The Grievance Redress Mechanisms should include channels for safe, confidential reporting of any SEA/SH and GBV cases;
- Ensure that all contractor and subcontractor workers understand and sign the Code of Conduct prior to the commencement of works, take all other measures to address risks of sexual exploitation and abuse SEA/sexual harassment (SH) as specified in the contractor's LMP/ESMP and supervise compliance with such measures;
- Ensure provision of water, sanitation, and hygiene facilities including separate toilets and changing rooms for female workers;
- Ensure first aid facilities and appropriate personal protective equipment (PPE for workers at the sites given the specific worker OHS risks;
- Immediately Report to PCU on labor, OHS accident, or significant environmental event (e.g., spill, release, emergency), any chance finds during subproject implementation;
- Report to PCU on labor and occupational health and safety performance;
- Participate in the induction training on ESMP provisions and requirements delivered by the PCU. Ensure that all workers, including site supervisors and management participate in training sessions delivered by PCU;
- Based on the results of CESMP monitoring, cooperate with the PCU and Supervision Consultant to implement environmental and social corrective actions and plans, as necessary;
- Respond promptly and efficiently to requests and instructions from PCU for environmental corrective actions and implement additional environmental and social mitigation measures, as necessary;
- Coordinate with PCU to deal with any complaints during project implementation.

- Collaborate with the local government to follow project agreements on material sourcing, schedules for utility disruption, work schedules and waste utilization plan; and
- The C-ESMPs will include specific mitigation measures based on the ESMP, the final design, the proposed work method statements, the nature of the project site, etc. They will also be informed by the work risk assessment and impacts identified by the ESMP.

### 12.3 ENGINEERING AND SUPERVISION CONSULTANT FIRM

The PCU will be supported by engineering and supervision consultants who will be responsible for monitoring the contractors of the civil works as well as monitoring adherence to the safeguard instruments. They will oversee the performance on labor and working conditions on a daily basis on behalf of the PCU, which will be explicitly set out in their contract. The Engineering and Supervision Consultant will employ qualified expert(s) for such oversight and report on performance to the PCU. The PCU will be supported by engineering and supervision consultants who will be responsible for the following:

- Employ or appoint qualified environmental, social, occupational health and safety expert(s) to manage ESHS issues. Have a social /environmental specialist in the team with GBV specific skills to supervise issues related to GBV (e.g., supervise signing of Codes of Conduct (CoCs), verify working GRM for GBV is in place, refer cases where needed) and work with GBV Services Providers as entry points into service provision to raise awareness of the GRM;
- Provide day to day construction supervision for civil works as well as monitoring adherence to the safeguard's instruments related to environmental, occupational health and safety;
- Oversee the performance on labor and working conditions on daily basis on behalf of the PCU, including identification of potential existing significant OHS or environmental risks due to the project that are not adequately mitigated; and
- Submit weekly reports related to project ESHS performance.

### 12.4 WORLD BANK IMPLEMENTATION SUPPORT

The World Bank will:

- Provide guidance on the compliance to Bank's Environment and Social Standards;
- Perform compliance monitoring of SERP to ensure that its ESSs are complied with and conduct regular project review missions;
- Procure and engage the services of a Third-Party Monitor (TPM) who will provide quality assurance of the supervision carried out by the engineering supervision consultant and conduct spot checks on both the engineering quality of civil works and the implementation of the E&S instruments;
- Maintain an oversight role, review and approve SERP Subprojects environmental assessment instruments such as any ESMPs of sub-projects;
- Conduct regular supervision missions to check on the performance of SERP and assess the projects' compliance to agreed grant covenants;
- Recommend measures for improving the performance of SERP PCU; and support appropriate training program intended to improve the capacity of PCUs as necessary.

## 13.0 BUDGET FOR IMPLEMENTING THE ESMP

An indicative budget of **US\$14,145 (Table 9)** has been provided to cover this ESMP implementation activities such as public consultation, and capacity building programs. This estimated budget does not include the cost for E&S mitigation and enhancement measures, which will be integrated into the construction cost. All administrative costs for the operation of the PCU are included in the overall SERP cost.

*Table 9 Civil Service Commission Office Construction ESMP Implementation Budget (Kismayo Site)*

| No. | Item Description                                                                                | Quantity/Unit    | Estimated Cost (USD) |
|-----|-------------------------------------------------------------------------------------------------|------------------|----------------------|
| 1   | Community consultation meetings and awareness sessions (pre-, during, post-project)             | 3 × \$1,000      | 3,000.00             |
| 2   | Grievance Redress Committee (GRC) meetings, case review, and capacity building                  | 2 × \$1,000      | 2,000.00             |
| 3   | ESMP executive summary translation into Somali and public disclosure (posters, leaflets, radio) | Lump Sum         | 2,000.00             |
| 4   | GRM awareness campaigns (radio programs, hotline posters, social media)                         | 2 × \$700        | 1,400.00             |
| 5   | GBV/SEAH prevention materials and training (Code of Conduct, survivor referral tools)           | Lump Sum         | 900.00               |
| 6   | ESMP monitoring (site visits, data collection, reporting)                                       | 4 visits × \$500 | 2,000.00             |
| 7   | Production of visual materials (infographics, banners, signage for EHS & GRM)                   | Lump Sum         | 500.00               |
| 8   | Stakeholder engagement tools (complaint forms, registers, feedback boxes)                       | Lump Sum         | 500.00               |
|     | <b>Sub Total</b>                                                                                |                  | <b>12,300.00</b>     |
|     | <b>Contingency (15%)</b>                                                                        |                  | <b>1,845.00</b>      |
|     | <b>Total</b>                                                                                    |                  | <b>14,145.00</b>     |

## 14.0 APPENDICES

### APPENDIX ONE – ENVIRONMENTAL AND SOCIAL SCREENING CHECKLIST

| Screening Checklist |                                        |                                                             |
|---------------------|----------------------------------------|-------------------------------------------------------------|
| 1                   | <b>Project Name</b>                    | SERP                                                        |
| 2                   | <b>Project Location</b>                | FMS Cities (Kismayo , Jubaland State of Somalia of Somalia) |
| 3                   | <b>Sub Project Description (brief)</b> | Construction of Civil Service Commission office             |
| 4                   | <b>Sub-Project Budget</b>              | \$200,000.00                                                |

| #                     | Indicate if the sub-project has any of the below listed impacts or risks                                                                                                                          | Tick one |   |                                                                                                                                               |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---|-----------------------------------------------------------------------------------------------------------------------------------------------|
|                       |                                                                                                                                                                                                   | ✓        |   |                                                                                                                                               |
| Environmental Impacts |                                                                                                                                                                                                   | Yes / No |   | Remarks                                                                                                                                       |
| 1.                    | Adversely affect natural habitats nearby, including forests, rivers or wetlands?                                                                                                                  |          | ✓ |                                                                                                                                               |
| 2.                    | The proposed sub project potentially results in the generation of waste (both hazardous and non-hazardous)?                                                                                       | ✓        |   | General; construction waste to be disposed of at municipal approved site.                                                                     |
| 3.                    | Use water during or after construction, which will reduce the local availability of groundwater and surface water?                                                                                |          | ✓ |                                                                                                                                               |
| 4.                    | Affect the quantity or quality of surface waters (e.g. rivers, streams, wetlands), or groundwater (e.g. wells, reservoirs)?                                                                       |          | ✓ |                                                                                                                                               |
| 5.                    | Be located within or nearby environmentally sensitive areas (e.g. intact natural) or threatened species?                                                                                          |          | ✓ |                                                                                                                                               |
| 6.                    | Are there any areas on or around the location which are occupied by sensitive land uses e.g. hospitals, schools, places of worship, community facilities, which could be affected by the project? |          | ✓ |                                                                                                                                               |
| 7.                    | Will the sub project cause noise and vibration?                                                                                                                                                   | ✓        |   | Standard construction noise is expected during construction activities. Construction will only occur during working hours, from 7 am to 5 pm, |

| #                     | Indicate if the sub-project has any of the below listed impacts or risks                                                                   | Tick one        |   |                                                                                                                                                                                            |
|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                       |                                                                                                                                            | ✓               |   |                                                                                                                                                                                            |
| 8.                    | Create pools of water that provide breeding grounds for disease vectors (for example malaria or bilharzia)?                                |                 | ✓ |                                                                                                                                                                                            |
| 9.                    | Involve significant excavations, demolition, and movement of earth, flooding, or other environmental changes?                              |                 | ✓ |                                                                                                                                                                                            |
| 10.                   | Affect historically-important or culturally-important site nearby?                                                                         |                 | ✓ |                                                                                                                                                                                            |
| 12.                   | Result in human health or safety risks during construction or later?                                                                       | ✓               |   | The construction works unavoidably expose workers to occupational health and safety risks. Use of manual labor is expected to take place resulting in increased occupational safety risks. |
| 13.                   | Involve inward migration of people from outside the area for use of services or other purposes?                                            |                 | ✓ |                                                                                                                                                                                            |
| 14.                   | Increase tension/ conflict or disputes among or within communities?                                                                        |                 | ✓ |                                                                                                                                                                                            |
| 15.                   | Affect indigenous people, or be located in an area occupied by indigenous people?                                                          |                 | ✓ |                                                                                                                                                                                            |
| 16.                   | Be located in or near an area where there is an important historical, archaeological or cultural heritage site?                            |                 | ✓ |                                                                                                                                                                                            |
| 17.                   | Disposal of bush clearance residue that may cause spreading of invasive species?                                                           |                 | ✓ |                                                                                                                                                                                            |
| <b>Social impacts</b> |                                                                                                                                            | <b>Yes / No</b> |   | <b>Remarks</b>                                                                                                                                                                             |
| 18.                   | Does the project require land acquisition?                                                                                                 |                 | ✓ | The land belongs to the municipality and currently unoccupied                                                                                                                              |
| 19.                   | Does the project require physical displacement of households?                                                                              |                 | ✓ |                                                                                                                                                                                            |
| 20.                   | Does the project require economic displacement of persons (less than 200 persons)?                                                         |                 | ✓ |                                                                                                                                                                                            |
| 21.                   | Is the project likely to create or exacerbate conflict within communities?                                                                 |                 | ✓ |                                                                                                                                                                                            |
| 22.                   | Is there a possibility that the project would have significant negative impact on vulnerable and/or marginalized and/or indigenous groups? |                 | ✓ |                                                                                                                                                                                            |

| #                             | Indicate if the sub-project has any of the below listed impacts or risks                                                                                                                          | Tick one                                                                                                                                      |           |                                                                                                                        |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-----------|------------------------------------------------------------------------------------------------------------------------|
|                               |                                                                                                                                                                                                   | ✓                                                                                                                                             |           |                                                                                                                        |
| 23.                           | Result in a significant change/loss in livelihood of individuals?                                                                                                                                 |                                                                                                                                               | ✓         |                                                                                                                        |
| 24.                           | Cause increased settlement or degradation of surrounding areas?                                                                                                                                   |                                                                                                                                               | ✓         |                                                                                                                        |
| 25.                           | Adversely affect the livelihoods and /or the rights of women?                                                                                                                                     |                                                                                                                                               | ✓         |                                                                                                                        |
| 36.                           | Does the sub project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)? | ✓                                                                                                                                             |           | Preparation of security management plan required to address risks that emanate from the use of armed security officers |
| Stakeholder Consultation      |                                                                                                                                                                                                   |                                                                                                                                               |           |                                                                                                                        |
| Type of Meeting               | Number of Meetings                                                                                                                                                                                | Nature of Participants                                                                                                                        | # Male    | # Female                                                                                                               |
| <b>Stakeholder Engagement</b> | <b>2</b>                                                                                                                                                                                          | <b>Ministries of Finance, Public Works, Labor, Environment and Climate Change, Civil Service Commissions, and local government officials.</b> | <b>55</b> | <b>5</b>                                                                                                               |



**Jamhuuriyadda Federaalka**  
**Soomaaliya**  
Federal Republic of Somalia

**Dowlad Goboleedka Jubaland**  
Jubaland State  
**Hay'adda Dhulka Jubaland**  
Jubaland Land Authority



**F3**

**DOWLADDA HOOSE KISMAAYO**  
Kismayu Municipality  
**WARQADDA DHULBIXINTA**  
(Allotment Letter)

**DHUL DOWLAD**  
Public Land

**LR:D2-WDHB-0003935**

**Boos Lambar[Plot No.] D2A-51655-6**

|                                  |                                          |                  |
|----------------------------------|------------------------------------------|------------------|
| <b>Lr.DIIWAANKA</b><br>[Reg.No.] | <b>MAGACA MILKIILAHA</b><br>[Name]       | <b>FORM TYPE</b> |
| <b>D2-0011932</b>                | <b>JUBALAND CIVIL SERVICE COMMISSION</b> | <b>F1G</b>       |

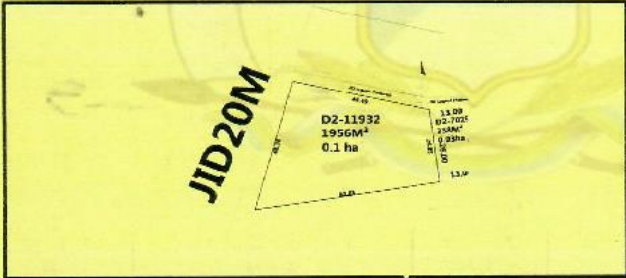
**TILMAAMAHA BOOSKA** [Plot details]

|                            |                 |                                                |              |                            |               |
|----------------------------|-----------------|------------------------------------------------|--------------|----------------------------|---------------|
| <b>GO'AAN Lr[Memo.No.]</b> | GDHB/D2/0003903 | <b>Lr.SARFAYGA</b><br>[Survey Certificate No.] | S/D2/0005266 | <b>Lr.GA</b><br>App. Board | GA/D2/0003861 |
|----------------------------|-----------------|------------------------------------------------|--------------|----------------------------|---------------|

**MEESHA UU KU YAALLO BOOSKA** [location of the Plot][Plot details]

|                            |                                     |                               |                             |                      |
|----------------------------|-------------------------------------|-------------------------------|-----------------------------|----------------------|
| <b>DEGMADA</b><br>District | <b>XAAFADDA/TUULADA</b><br>Location | <b>WAAXDA</b><br>Sub-Location | <b>ISTICMAALKA</b><br>Usage | <b>NOOCA</b><br>Type |
| <b>D2</b>                  | <b>FAANOOLE</b>                     | <b>--</b>                     | <b>PRIMO BOOS</b>           | <b>PUBLIC LAND</b>   |

**CABBIRKA IYO QAABKA BOOSKA/DHULKA** [Dimension and Shape of the Plot]



**Baaxadda Booska**  
[Plot Size]

**1956m<sup>2</sup>**

**0.1956Ha.**

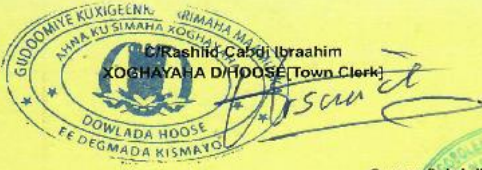
**Taariikhda la baxshay Booska**  
Date of issue

**19-01-2022**

**Dimensions :** N46.49,W48.38,S62.01,E26.58

Dowladda Hoose ee Degmada iyo Hay'adda dhulka Jubaland waxay caddaynayaan in si sharci ah loo siiyay Booska/Dhulka tilmaamihisu sare ku xusan yihiin QOFKA magaciisu sare ku xusan yahay.

**Fiiro Gaar ah:-**  
Marka la dhisayo dhulka waa in la raacaa sharciga ku qoran bogga dambe ee Warqadda DHUL-BIXINTA[Sopra]logo.



**Rashid Cabdi Ibraahim**  
XOCHAYAHA DIHOOSE [Town Clerk]



**Axmed Maxamed Cadow**  
MADAXA HAY'ADDA DHULKA KISMAAYO



**Cumar Cabdullahi Maxamed**  
DUQA MAGAALADA [City Mayor]



V3 Printed by : JLA  
19-01-2022 13:58:18

**Fiiro gaar ah:**  
#Warqadda Dhulbixinta waxa haysa Degmada #MILKIILADA waxa haysa Dowlad Goboleed



JAMHUURIYADDA FEDERALKA SOOMAALIYA  
FEDERAL REPUBLIC OF SOMALIA  
DOWLAD GOBOLEEDKA JUBALAND  
JUBALAND STATE



F7

**MILKIYAD**  
*Title Deed - (Sopralogo)*

DHUL DOWLAD  
Public Land

**MILKIYAD LR: 1000008**

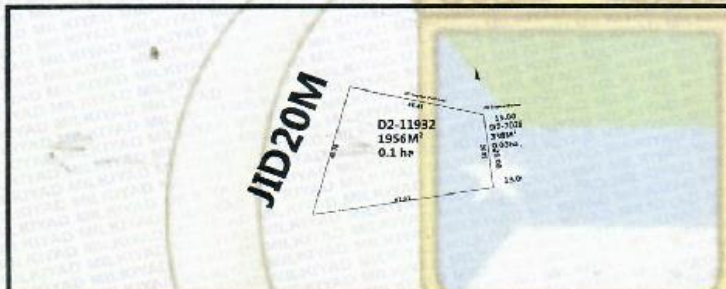
V3

| Lr.DIIWAANKA<br>[Reg.N0.] | MAGACA MILKIILAHA<br>[Name]       | WDHB<br>Allotment N0. |
|---------------------------|-----------------------------------|-----------------------|
| D2-0011932                | JUBALAND CIVIL SERVICE COMMISSION | D2-WDHB-0000981       |

TILMAAMAHA BOOSKA [Plot details]

| DEGMADA<br>[District] | BOOS Lr.<br>Plot No. | GDHB Lr.<br>[LC-Memo] | Lr.SARFAYGA<br>[Survey Certificate N0.] | NOOC-FAYL<br>[File Type] | ISTICMAALKA<br>Usage |
|-----------------------|----------------------|-----------------------|-----------------------------------------|--------------------------|----------------------|
| D2                    | D2-A-5-1655-6        | GDHB/D2/0003903       | S/D2/0005266                            | F1G                      | PRIMO BOOS           |

CABBIRKA IYO QAABKA BOOSKA/DHULKA [Dimension and Shape of the Plot]



Baaxadda Booska  
[Plot Size]

1956m<sup>2</sup>

0.1956Ha.

Taariikhda la baxshay Booska  
Date of issue

19-01-2022

Center Coordinate : -0.35832283770414,42.549746462857

Ka dib markii uu sharciiyaynta dhulkani soo maray Dhammaan shuruudihii laga rabay ee heer Degmo, waxay Hay'adda Dhulka Jubaland si sharciga waa faqsan u siisay warqadda Milkiyadda Dhulka tilmaamihisu sare ku xusan yihlin milkiilaha magacisu sare ku xusan yahay.

Wixii dhismo ah waa in la waafajiyo Xeerka Maareeynta Dhulka Dowlad Goboleedka Jubaland Qodobka 21aad Faqrada A,B,C and E.

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Printed by : Jubaland LA,  
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MADAXA WAAXDA SHARCIYAYNTA





# APPENDIX THREE- ATTENDANCE SHEET FOR STAKEHOLDER ENGAGEMENTS

Jamhuuriyadda Soomaaliya  
Xukuumadda Federaaliga ee Somaaliya  
Wasaaradda Maaliyadda



الحكومة الصومالية  
Federal Government of Somalia

## SOMALIA ENHANCING RESOURCES MANAGEMENT PROJECT Jubbaland E&S Stakeholder Engagement Workshop

### ATTENDANCE SHEET

Date: May 12, 2024

Time: 09:00 AM-16:00 PM

Location: Kismayo, Jubbaland Somalia

| No. | Participant Name       | Title                                       | Organization | Email address                   | Signature |
|-----|------------------------|---------------------------------------------|--------------|---------------------------------|-----------|
| 1   | Shukri Ali Khelif      | Policy, record & report officer<br>Director | CSC          | Shukri.khelif@jubbalandcsc.so   |           |
| 2   | Ahmed Mohamed Sultan   | Admin/Finance<br>H.R                        | M.P.M.R      | Ahmed.sultan@686                |           |
| 3   | Abdirahman Hassan Miro | Officer-Eng                                 | MOPR         | Arahman.xmst                    |           |
| 4   | Habon mohamed Abdi     | Executive officer                           | CSC          | Habonmohamed@jubbalandcsc.so    |           |
| 5   | Ikraan Ismael Ibrahim  | Admin/finance<br>HR Director                | MOFED        | Ikraan.ismael@jubbalandmofed.so |           |
| 6   | Hafsa Mustaf           | Executive officer                           | CSC          | Hafsa.amb@jubbalandcsc.so       |           |
| 7   | Nur Mohamed Nur        | Climate security officer                    | MOEC         | EC.NurMohamed2                  |           |

|    |                              |                                   |                                      |                                                                                       |
|----|------------------------------|-----------------------------------|--------------------------------------|---------------------------------------------------------------------------------------|
| 9  | Alsin Abdunabi Ali           | MOECC                             | Calteekoo1@gmail.com                 |    |
| 10 | Noor Mohamed Mursal          | MOF                               | Nurenyane1@gmail.com                 |    |
| 11 | Mohamed Hassan Shikuu        | MOF                               | shikuu/hasshi2000@gmail.com          |    |
| 12 | Abdullahi Mohamed Abdulkadir | MOF                               | AbdullahiMoha154@gmail.com           |    |
| 13 | Aamina Ahmed Mohamed         | MOF                               | Aamina Ahmed Mohamed                 |    |
| 14 | Masteexo Ahmed Nor           | MOISA                             | Masteexo Ahmed Nor                   |    |
| 15 | Ayari Mohamed Adam           | MOPIED                            | cey naam020@gmail.com                |    |
| 16 | Fatuma Issack Ibrahim        | District Baidoa                   | fatumaissack@gmail.com               |    |
| 17 | Faadhuma Hassan Ali Shikuu   | Hafista Hassan Ali Degmada Baidoa | faadhuma Hassan Abdishikuu@gmail.com |   |
| 18 | Aamina Culi Nur Culaawe      | MOF                               | Aamina Culi Nur@gmail.com            |  |
| 19 | Abdirashid Hassan Mohamed    | Baidoa Municipality               | haasir.suge@gmail.com                |  |
| 20 | Noor Ali Ashikadi            | MOPIED                            | abdowak2018@gmail.com                |  |
| 21 | Dahir Ibrahim Mohamed        | Degmada Baidoa                    | daahir07@gmail.com                   |  |

|    |                         |                     |                                          |                     |
|----|-------------------------|---------------------|------------------------------------------|---------------------|
| 22 | Hasan Mohamed Ali       | degmada Bay         | Kadamba Kudow @                          | <del>Hasan</del>    |
| 23 | Isak Hasan maxamed      | AWqaft              | m                                        | <del>Isak</del>     |
| 24 | Mohamed Issak Ali       | CSC                 | mohamed.issak@southwestcsc.co            | <del>Mohamed</del>  |
| 25 | Abdulahi Adam maxamed   | Allamagan           | Allamagan Hand Cal. Com.                 | <del>Abdulahi</del> |
| 26 | Isaq Xasan Maxamed      | tooth leader Baidoa | Baidoa District Youth Council @gmail.com | <del>Isaq</del>     |
| 27 | Sharmela Mohamed Kulaw  | Commissioner CS     | Commissioner @Southwest CSC So           | <del>Sharmela</del> |
| 28 | hindi ismael Cali       | shur degmada        | Baidoa District                          | <del>Hindi</del>    |
| 29 | Sabin Mohamed Ali       | Policy & Planing    | Sabin.moh.                               | <del>Sabin</del>    |
| 30 | Mohamed Abdullahi Maked | urban planning      | urbanplanning@magis.so                   | <del>Mohamed</del>  |
| 31 | Mohammed Adam Hussein   | CSC                 | Mitherry @gmail - com                    | <del>Mohammed</del> |
| 32 | Mohamed Ali Yonis       | oop                 | Shuuriye 2001 @Gmail                     | <del>Mohamed</del>  |
| 33 | Sidrah Osman Adam       | C.S.C.              | Callan333@gmail.com                      | <del>Sidrah</del>   |
| 34 | Abshir Ali Hussein      | Baidoa municipality | abshirali664@gmail.com                   | <del>Abshir</del>   |

|    |                       |               |                          |                  |
|----|-----------------------|---------------|--------------------------|------------------|
| 35 | Fadimo Hassan She/CL  | C.sc.         | Fadimo. Hassan@gmail.com | <del>There</del> |
| 36 | Mohammed adan Hassan. | civil society | mohammed25@gmail.com     | <del>There</del> |
| 37 | Mohammed Hussie Hassi | livestock     | mohammed@gmail.com       | <del>There</del> |
| 38 | Abdullehi Ali mohamed | Commerce      | Abdull.185@gmail.com     | <del>There</del> |
| 39 | Abshir mo.alim. Adam. | Adults        | Abshir.18@gmail.com      | <del>There</del> |
| 40 | Nasya Isak Ali        | C.sc.         | NasyaIsak@gmail.com      | <del>There</del> |
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