Federal Government of Somalia

Somalia Disaster and Climate Resilience Development Policy Financing Somalia Contingent Emergency Response Project (P50922)

FINAL

Stakeholder Engagement Plan
(SEP)

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Acronyms & Abbreviations

BRiCS	Building Resilient Communities in Somalia
CFW	Cash for Work
CRW	Crisis Response Window
CSO	Civil Society Organization
DFID	Department for International Development
ESA	Environmental and Social Assessment
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
ESS	Environmental and Social Standard
FAO	Food and Agricultural Organization
FGS	Federal Government of Somalia
FMS	Federal Member State
GBV	Gender Based Violence
GoS	Government of Somalia
GM	Grievance Redress Mechanism
GRS	Grievance Redress Service
HIPIC	Heavily Indebted Poor Country Initiative
IDA	International Development Association
IDP	Internally Displaced Person
IP	Implementing Partner
IVA	Independent verification agent
M&E	Monitoring & Evaluation
MIS	Management Information System
MoAI	Ministry of Agriculture & Irrigation
MoEWR	Ministry of Energy and Water Resources
MoF	Ministry of Finance
MOHADM	Ministry of Humanitarian Affairs and Disaster Management
MoLFR	Minister of Livestock, Forestry And Range
MoPIED	Ministry of Planning and Economic Development
MoWHRR	Ministry of Women & Human Rights Development
MoTCA	Ministry of Transport & Civil Aviation
NGO	Non-Governmental Organization
OPM	Office of the Prime Minister
PDO	Project Development Objective
PIU	Project Implementation Unit
SCRP	Somalia Crisis Recovery Project
SEA	Sexual Exploitation and Assault
SEP	Stakeholder Engagement Plan
SIDA	Swedish International Development Cooperation Agency
TA	Technical Assistance
UNICEF	United Nations Children's Fund
UNOPS	United Nations Office for Project Services
WASH	Water, Sanitation and Hygiene
WHO	World Health Organization
WFP	World Food Programme

1 Introduction

The purpose of this Stakeholder Engagement Plan (SEP) is to present a strategy for engaging stakeholders to ensure that they understand the project and are able to provide feedback and input into the project. The overarching goal of this SEP is to define a suitable program and plan for stakeholder engagement that will apply across the Project's life and that will support the CERP in achieving its objectives. This SEP is designed to establish an effective platform for productive interaction with potentially affected parties and others with interest in the implementation and outcomes of the project.

The SEP defines a program for stakeholder engagement, including public information disclosure and consultation throughout the entire project cycle. The SEP outlines the ways in which the project team will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about project activities or any activities related to the project.

The project has a national scope. The exact beneficiaries will be defined in the Crisis Response Plan using pro-vulnerable targeting criteria for each CERP activation and the geographical spread of the impacts. Beneficiaries will include affected citizens of Somalia, with a focus on a broad range of vulnerable groups, including women, youth, the elderly, displaced persons, and people with disabilities, who will receive support to ensure their safety and resilience during and after crises. To the extent possible, the project will leverage the Unified Single Registry (USR) for the identification of potential beneficiaries, and any additional registration required will be conducted using the USR.

Overall, this SEP will serve the following purposes:

- stakeholder identification and analysis;
- planning engagement modalities through effective communication, consultations and disclosure;
- enabling platforms for influencing decisions;
- define roles and responsibilities for the implementation of the SEP;
- define reporting and monitoring measures to ensure the effectiveness of the SEP and periodical reviews of the SEP based on findings;
- defining role and responsibilities of different actors in implementing the Plan, and
- elaborating the role of grievance mechanism (GM).

1.1 Project Development Objective

The Project Development objective is to respond promptly and effectively to an eligible natural disaster in Somalia. The CERP components and activities are as below.

- **Component 1: Emergency Livelihood Support to Households**
  The CERP will provide direct emergency income support to people/ households affected by disasters by scaling cash transfers and cash-for-work programs. This will aid in stabilizing their livelihoods, smoothen consumption and enhance their ability to source food and items for basic needs. Cash transfers will be disbursed using the Baxnaano program to ensure timely and efficient delivery. This may include a time-bound cash top-up to existing social cash transfer households in the priority impacted areas, and/or allow for new eligible households in the impacted districts that are already identified (through the Unified Social Registry [USR] national database of vulnerable people), developed by the Ministry of Labor and Social Affairs (MoLSA), to receive emergency cash assistance on a time-limited basis.

- **Component 2: Provision of Essential Services/Supplies**
  Support will be provided to sustain delivery of critical services and accessibility of supplies during and after emergencies. It will finance the procurement and distribution/delivery of necessary supplies and services to meet immediate needs of affected persons such as the provision of water and sanitation (filters, hygiene kits, etc.), supply of relief items (shelter kits, cook stoves, etc.), and distribution of light equipment to facilitate access (spades, shovels, etc.). Supplies may include those critical for emergency response, which may depend on the nature of the crisis. Prospective implementing partners should explore cash and voucher options engaging with vendors in local markets to ensure the availability of specific goods identified in the positive list based on pre-approved rates. This will enable swift delivery of in-kind assistance, reduce costs of implementing partners' international procurement processes and support local economies in the context of shocks.

1.2 World Bank Requirements for Stakeholder Engagement

Consistent with the requirements stipulated under the World Bank's ESF and specifically the Environmental and Social Standard 10 (ESS10) on Stakeholder Engagement and Information Disclosure, the implementing agency is required to engage with stakeholders throughout the project life-cycle. Such engagement is to commence as early as possible in the project development process and in a timeframe that enables meaningful consultations with stakeholders on project design. Consistent with ESS10, a Project with moderate E&S risk such as CERP is required to include several points of engagement prior to approval by the WB and ideally more than one point of engagement during project implementation. In practical terms, the engagement should include: i) stakeholder consultation to inform stakeholder analysis; ii) dissemination of relevant project material, including explanations of intended project benefits and, where appropriate, the set-up of a project website and iii) stakeholder consultations on proposed project design, E&S risks and impacts, mitigation measures, the SEP, and draft E&S risk management instruments.

Once the project is approved by the WB, project stakeholder engagement should include: i) disclosure of information on how stakeholder feedback was incorporated into project design and E&S management instruments; ii) consultations on implementation and supervision, on any new project characteristics or E&S risks, and on progress of E&S risk mitigation measures; iii) regular efforts to keep stakeholders informed on project implementation; and review of the adequacy of stakeholder identification in light of project implementation and related revisions to the SEP.

To comply with this requirement the CERP PIU is required to:

- Establish a systematic approach to stakeholder engagement that helps the PIU to identify stakeholders and maintain a constructive relationship with them;
- Assess stakeholder interests and support for the project and enable stakeholders' views to be taken into account in project design, and
- Promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life cycle; and ensure that appropriate project information is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner.

2 Stakeholder identification and Analysis

In order to meet best practice approaches, the project will apply the following principles (but not limited to) for stakeholder engagement:

- **Openness and life-cycle approach:** Public consultations for the project(s) will be arranged during the whole life cycle, carried out in an open manner, free of external manipulation, interference, coercion, or intimidation.
- **Informed participation and feedback:** Information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholder feedback, and for analysing and addressing comments and concerns.
- **Inclusiveness and sensitivity:** Stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects is inclusive. All stakeholders at all times are encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups that may be at risk of being left out of project benefits, particularly women, the elderly, persons with disabilities, displaced persons, and migrant workers and communities, and the cultural sensitivities of diverse ethnic groups.
- **Flexibility:** the prevailing cultural context especially gender dynamics does imply the need for separate meetings along gender lines as the cultural mores inhibits traditional forms of face-to-face engagement, the methodology shall therefore be sensitive to the social cultural arrangements for the purpose of engagement.

2.1 Affected parties and other interested parties

- **Project -Affected Parties**: The beneficiaries being targeted by the proposed interventions will constitute the project- affected parties (PAPs) including vulnerable/disadvantaged groups in disaster-affected communities such as persons with disabilities (PWDs), women, youth, internally displaced persons (IDPs) and traditional ethnic minorities, traditional leaders, religious groups, clan elders, among others.

- **Other interested parties**: They include various individuals, institutions, and organizations that will be directly involved in the implementation of project activities, depending on the type of disaster or crisis. They include, (i) select Ministries, Departments, and Implementing Agencies at the national and devolved levels (Federal Member States and Districts) level, regional government leaders, members of regional councils, district executive committees, and sub-committees, and (ii) Non-Governmental Organizations (NGOs), Community-based organizations (CBOs), Faith-based organizations (FBOs), village development committees (VDCs), area development committees (ADCs), district executive committees (DECs), institutions that champion the interests of vulnerable/disadvantaged groups, as well as the media and development partners e.g., the World Bank.

Table 1: Stakeholder description , Roles & Information needs and Interests

	Stakeholders	Expected Role	Information needs and interests
A.	**Community Level**		
	Targeted beneficiaries; farm and land-owners; local businesses, households, institutions, including vulnerable or	Receive emergency support through cash transfers, essential services, and	Eligibility criteria, timing of support delivery, grievance mechanism access, community participation opportunities.

	disadvantaged groups such as persons with disabilities, youth, older persons, traditional ethnic minorities	participate in feedback processes.	
	Local community -based institutions, including: • Women organizations; • Youth organizations; • Farmer/land -owners/business organizations; • Community elders; • Local leaders; • Religious leaders; • Village Development Councils (VDCs); • District Executive Committees (DECs) • Neighbourhood associations and • Organizations championing the interests of vulnerable individuals and groups.	Assist in beneficiary identification, monitor project progress at community level. Facilitate local coordination, dispute resolution, and community engagement. Mobilize communities, support awareness activities, monitor field activities.	Roles in project implementation, monitoring responsibilities, conflict resolution processes.
B.	**Government Agencies (Federal and State/District Levels)**		
	Ministry of Finance (MoF), Ministry of Health (MoH), Ministry of Energy (MoEWR), Somalia Disaster Management Agency (SODMA), BRA, Ministry of Planning, Investment and Economic Development (MoPIED), Office of the Prime Minister (OPM), Ministry of Energy and Water Resources (MoEWR), Ministry of Agriculture and Irrigation (MoAI), Ministry of Environment and Climate Change (MoECC), Ministry of Humanitarian Affairs and Disaster Management (MoHADM), and the Ministry of Women and Human Rights Development (MoWHRD), District Councils, District Executive Committees and their sub-committees and City Councils, among others.	Responsible for coordination, funding, health and emergency response, and oversight of CERP activities.	Program implementation status, technical challenges, and Environmental and social compliance reports.
C.	**Civil Society Organizations**		
	E.g., Local women-led NGOs and community-based organizations (CBOs); International NGOs and UN partners that support GBV	Advocate for vulnerable groups and ensure inclusion, social accountability, and community mobilization, as	Program implementation updates. Environmental and social compliance reports.

	response programming and overall social inclusion.	well as the management of GBV.	
D.	**Media**		
	Mainstream media. Social media influencers.	Plays a role in raising awareness, sharing project information, and ensuring transparency and accountability.	Program implementation updates.
E.	**Development Partners**		
	World Bank	Provide technical support on project design and implementation Provide project funding.	Program implementation updates. Environmental and social compliance reports.

2.2 Disadvantaged and Vulnerable Individuals or Groups

Much as the project is largely expected to have positive impacts among beneficiary members of the target communities. However, there is still a possibility of individuals, families and communities that might be negatively affected by activities of the program. The women and children, the youth, elderly, PWDs, IDPs and traditional ethnic minorities and chronically ill are often times the most vulnerable because of their limited access to information due to physical, social, cultural and structural barriers within the communities. These categories of people will be particularly targeted with adequate information to understand the nature of project activities and anticipated positive and potential negative impacts of the project. They will also be provided with information on how to access the grievance mechanism of the project whenever the need arises.

More elderly community members and PWDs might have mobility challenges to access venues for program activities such as meetings. There will be consideration to organize meetings within manageable distances for such people. Another envisaged challenge is high illiteracy levels in some of the target communities that will make it difficult for beneficiaries to read and understand written information pertaining to the project. Appropriate methods such as public meetings, visual media (posters, billboards, community videos), will be employed to reach out to such groups of people. Hearing challenges (due to age or birth) by some beneficiaries might require use of sign language aides in outreach and visibility tools as well as Public Address systems or megaphones, especially where the meetings attract large crowds of people. Ensure that all categories of disadvantaged groups are defined in the Crisis Response Plan using pro-vulnerable targeting criteria for each CERP activation.

3 Stakeholder Engagement Program

Following the identification and analysis of the project stakeholders, the project will implement a comprehensive plan for stakeholder engagement, as outlined in the table below, which describes the three stages of engagement and the relevant activities and targeted stakeholders.

3.1 Summary of stakeholder engagements done during project preparation

As part of the preparation of this SEP, the CERP PIU engaged various stakeholders in April and May 2025. Consultations aimed to gather inputs for stakeholder identification, understand institutional roles and responsibilities, and capture information needs and expectations related to CERP activities. The virtual meetings engaged focal persons from multiple Ministries, Departments, and Agencies (MDAs) involved in disaster risk management, climate resilience, and emergency response. These are the Ministry of Finance (MoF), Ministry of Energy and Water Resources (MoEWR), Somali Disaster Management Agency (SODMA), Ministry of Health (MoH), MoLSA(Baxnaano) and the Benadir Regional Administration (BRA). The CERP PIU will further conduct physical engagements in May or June 2025 across targeted project locations with a wide-range of stakeholders to further strengthen inclusivity and alignment with community needs.

The consultations were structured around key thematic areas including : i) presentation of relevant project information such as project objectives and target beneficiaries, potential E&S risks and impacts, mitigation measures and beneficiary rights and entitlements ii) stakeholder mapping and analysis; iii) approaches to stakeholder engagement and information disclosure; iv) beneficiary targeting and inclusion; v) grievance management, and vi) forms of GBV SEA/SH in the project area and management approaches. Table 2 presents a summary of the stakeholder consultations and some of the key recommendations made. Detailed minutes are presented under Annex 2.

Table 2: Summary of Stakeholder Consultations

	Theme	Recommendations
1	Stakeholder Engagement	• Apply a multi-channel communication approach including community consultation meetings, radio announcements, SMS alerts, mobile loudspeaker messaging, and printed materials such as posters and leaflets displayed in public places. • Regular communication and engagement. • Use of Somali language as the main language of engagement, with materials translated into both Maxaatiri and Maay dialects. • In-person meetings led by trusted local actors such as community elders, religious leaders, women's groups, youth representatives, and local authorities. • Segregate engagements by gender and age where necessary to ensure that women, youth, and marginalized groups feel safe and empowered to participate. • Utilize existing community structures such as Village Development Committees (VDCs), District Executive Committees, and religious forums, as they hold legitimacy and influence within their communities. • Undertake home visits, apply visual tools (e.g., posters), and make mobile announcements for hard-to-reach groups or individuals with disabilities. • Use separate, safe spaces for women and vulnerable groups to speak freely. • Ensure continuous feedback and follow-up, so that community views are not only heard but reflected in project decisions.
2.	Targeting and Inclusion	• Identify eligible beneficiaries through a transparent, inclusive, and community-based targeting process that combines both data-driven systems and local knowledge, e.g., utilizing the Unified Social Registry (USR) managed by the Ministry of Labour and Social Affairs (MoLSA) to access pre-verified lists of vulnerable households.

		• Engage local structures such as VDCs, DECs, traditional elders, and women/youth groups to validate and supplement the registry based on recent displacement, health conditions, or sudden vulnerability. • Conduct community-based verification exercises to confirm eligibility, especially for people with disabilities, female-headed households, minority clans, and those recently affected by disasters. • Ensure that eligibility criteria are clearly communicated in local dialects and that grievance redress mechanisms are in place for those who wish to contest the process.
3.	Grievance Management	• Establish a clear and accessible Grievance Mechanism (GM) at both community and project levels, allowing complaints to be submitted via SMS, hotlines, in-person, suggestion boxes, or through local focal points. • Appoint and train local grievance focal persons within VDCs and DECs, and women/youth groups to handle complaints sensitively and confidentially. • Work closely with local and traditional structures, traditional elders, clan leaders, and religious figures in all stages of project planning, beneficiary selection, grievance redress, and awareness raising, as they hold significant influence and community trust. • Include representatives from local VDCs and DECs, and women/youth groups) in project implementation committees and feedback platforms. • Appoint trained grievance focal persons from within the community, including women and minority representatives, to promote inclusive access and trust.
4.	GBV-Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH)	• Develop and operationalize a survivor-centered GBV/SEA Action Plan, aligned with the World Bank's Good Practice Note on SEA/SH, ensuring a clear response framework and referral pathways. • Establish a dedicated, confidential reporting mechanism for GBV/SEAH that is separate from general grievances and accessible via trusted local focal points, toll-free hotlines, SMS, and suggestion boxes. • Train all project workers, contractors, and implementing partners on GBV/SEAH prevention, codes of conduct, survivor referral procedures, and ethical reporting obligations.

3.2 Summary of project stakeholder needs and methods, tools, and techniques for stakeholder engagement

The CERP PIU will apply some of the most effective mechanisms to reach identified stakeholders including vulnerable and disadvantaged groups such as IDPs, minority groups, women, youth, older persons and the Traditional Ethnic Minorities (TEM) that fit ESS7 criteria. To be effective, the CERP PIU will work with existing community structures and adopt various communication and participatory methods designed to inform, consult, involve, collaborate or empower. Such communication methods may include Focus Group Discussions (FGDs), public meetings, social media, local FM radios etc. Due to the obstacles such as literacy, disability mobility, cost implication etc., impeding effective participation by the vulnerable individuals and groups, the project will work closely with organizations that advocate interests of such groups to ensure their concerns are addressed and their views taken into consideration. Further, the project will ensure that engagement sessions are held at venues closer to communities. At national level, the SEP will be implemented closely with existing citizen engagement platforms and intra-government engagement structures and build upon the channels of communication and engagement already established with stakeholders by CERP PIU as a strategy to minimize costs and maximize impact and access to stakeholders.

Meaningful stakeholder engagement is based on the prior disclosure and dissemination of relevant, transparent, objective, and easily accessible information in a timeframe that enables meaningful consultations with stakeholders in a culturally appropriate format. The CERP PIU need to ensure that relevant project related information is available as early as possible and throughout the project life cycle in a manner, format, and language appropriate for each stakeholder group. This way, stakeholders will have an opportunity to influence the program in ways that do not present risks to those raising critical and sensitive issues regarding the project. Table 4 presents methods to be applied for stakeholder engagement and information disclosure that also incorporates the recommendations provided by the consulted stakeholders. The project team will disclose relevant project information through oral presentations during public meetings, printed materials with project information such as posters, brochures, pamphlets, non-technical summaries, on-literate diagrams etc., depending on stakeholder needs.

3.3 Stakeholder engagement plan

This Stakeholder Engagement Plan (Table 4) indicates the methodology for stakeholder engagement and information disclosure. Formats to provide information may include presentations, printouts, non-technical summaries, project leaflets, non-literate diagrams and posters and pamphlets, depending on stakeholder needs.

Table 1: Stakeholder engagement plan

Project stage	Target stakeholders	Topic of consultation / message/activity	Method used
Before implementation			
Project-Affected Parties:	-Target communities living within project area where project activities are implemented including farm and land owners, local businesses, institutions, vulnerable individuals and households comprising women, youth, IDPs, Traditional Ethnic Minorities, Persons with Disabilities (PWDs) and older persons, young mothers, female -headed households, Orphaned and Vulnerable Children. -Local community -based institutions, including: • Women organizations; • Youth organizations;	General discussion regarding the project activities, benefits and opportunities, E&S risks and potential mitigation measures and GM.	Public meetings held during the preparation and separate Focus Group Discussions for men, women, PWDs, youth and traditional ethnic minorities and other disadvantaged groups. Disclosure of written information -widespread Radio, TV (in parts of the country), social media, mobile phones. Brochures/flyers translated in Somali. Monthly public meetings and public campaigns conducted in

	• Farmer/land - owners/business organizations; • Community elders; • Local leaders; • Religious leaders; • Village Development Councils (VDCs); • District Executive Committees (DECs) • Neighbourhood associations and • Organizations championing the interests of vulnerable individuals and groups.		Somali dialects (Maay and Maxaa Tirir) held during the preparation and where necessary, separate Focus Group Discussions to be held for men, women, PWDs, youth and traditional ethnic minorities and other disadvantaged groups. All sessions to be conducted in Somali dialects.
Other Interested Parties	○ FGS level ministries and departments and agencies directly engaged in the project delivery. ○ FMS/district level ministries and departments, agencies and local government (municipality departments, municipal councils, and district offices.	Technical details of the project including the potential E&S risks and impacts and mitigation measures. Awareness-raising on the project, GM, SEP and ESMP provisions. Disclosure of the finalized E&S plans including the SEP and ESMP.	Public and individual meetings during the preparation of the project documents. Face to face meetings with concerned agencies and departments at FGS and FMS/district levels. Disclosure of written information -widespread Radio, TV (in parts of the country), social media, mobile phone. Brochures/flyers with project information translated into Somali dialects.
	Development partners, CSOs, NGOs, media, etc.	Technical details of the project including E&S risks of the project and potential mitigation measures. Awareness-raising on the project and SEP and ESMP.	Public meetings during the preparation of the project documents. Disclosure of written information through brochures, flyers, posters, websites, social media communication and translated in Somali dialects.
During project implementation			
	Project-Affected Parties as captured above.	Plans for implementation of SEP and ESMP. Meetings to provide regular updates and progress on	Public forums and FGDs with beneficiaries including traditional ethnic minorities and other disadvantaged groups.

		implementation of the SEP and ESMP. Discussions with traditional ethnic minorities and other disadvantaged groups. about the project with feedback generated. Engagement on complaints about project implementation. General discussion regarding the project progress and extent of participation and access to project benefits by traditional ethnic minorities and other disadvantaged groups.	Periodic community feedback sessions conducted in Somali dialects. Printed materials containing relevant project information disclosed to the target communities including traditional ethnic minorities and other disadvantaged groups. Engaging clan and community elders, religious leaders or Imams, and youth representatives. Monthly public meetings and public campaigns conducted in Somali dialects (Maay and Maxaa Tirir) held during the preparation and where necessary, separate Focus Group Discussions (FGDs) to be held for men and women.
	Interested Parties as captured above.	Regular updates on project progress and E&S mitigation measures.	Printed materials (newsletter, flyers); Program progress reports; Regular project meetings; Social Media platforms.
Monitoring, evaluation and reporting			
	Project-Affected Parties as captured above.	Regular updates on project progress and implementation of E&S mitigation measures, status of grievance resolution, stakeholder engagement program etc.	Public forums and FGDs with beneficiaries including
	Interested Parties as captured above.	Regular updates on project progress and implementation of E&S mitigation measures.	Monitoring and Evaluation meetings; Regular project meetings; Program progress reports; Social Media platforms.

4. Reporting back to stakeholders

The SEP will be periodically revised and updated as necessary in the course of project implementation. Quarterly summaries and internal reports on public grievances, enquiries, and related incidents, together with the status of implementation of associated corrective/preventive actions, will be collated by responsible staff and referred to the senior management of the project. The quarterly summaries will provide a mechanism for assessing both the number and nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner. Information on public engagement activities undertaken by the Project during the year may be conveyed to the stakeholders in various ways:

Appropriate information will be provided to stakeholders depending on the stage of the project and the identified stakeholder information needs. This will include information on the nature of the project design, the anticipated environmental and social risks and impacts, the mitigation measures, the stakeholder engagement plan, grievance redress mechanisms and how stakeholder views were incorporated in the project design and management of environmental and social risks.
The Project will use a combination of methods to disclose information and the nature of the identified stakeholder. For community level stakeholders, information will mostly be disclosed through public meetings organized within the communities. Deliberate efforts will be made to ensure that vulnerable groups of people such as women and children, the elderly and disabled are adequately represented and heard in such meetings. At national and district level, disclosure of information will be done through meetings with the representatives and members of relevant MDAs, committees and sub-committees. Printed and electronic copies of relevant project documents will be made available to stakeholders through appropriately designated places within reach of stakeholders.

5. Resources and Responsibilities for implementing stakeholder engagement activities

5.1 Institutional Implementation Arrangements

The CERP will be managed by an existing project implementation unit (PIU) and supported by a steering committee. The CERP PIU will be comprised of the existing Somalia Enhancing Public Resource Management Project (SERP, P177298) PIU, domiciled in the Ministry of Finance (MoF). The experience and performance of this SERP PIU with World Bank financing are well established. The PIU will be responsible for implementation of CERP activities, including procurement, financial management, monitoring, reporting and evaluation, and ensuring environmental and social compliance. It will also coordinate across relevant Ministries, Departments and Agencies (MDAs) with support from SODMA as required. The Steering Committee will be chaired by the CERP Project Coordinator and provide strategic oversight and governance of the project. It will include representatives of key federal MDAs, as well as FMS and/or Benadir Regional Administration counterparts depending on the nature of the crisis.

The overarching implementation and monitoring of the SEP will be the responsibility of the CERP PIU. The direct responsibility of implementation will be designated to the Social Specialist, who will work with other ministry and state/district-level teams to ensure that the objectives of the SEP are met and with the appropriate allocation of the necessary resources for its implementation.

5.2 Resources

The CERP PIU ensure that adequate funds are allocated from the overall project cost, for implementation of the SEP. The budget will be used to cater for costs related to organizing meetings, workshops and training, hiring of staff, field visits, translation and printing of relevant E&S materials. The CERP PIU will share with the Bank on a quarterly basis the stakeholder engagement reports including an updated grievances log.

The SEP will also include resources for implementing the project GM and will be referenced when developing the detailed work plan. The budget estimate for implementing SEP for 5 years is US$ 283,500 as presented under Table 5. The budget includes costs related to awareness creation of beneficiaries and local leadership, induction of project workers on the provisions of the CERP E&S plans as well as a single budget to monitor the implementation of all E&S aspects.

Table 5: Budget

Item	**Budget basis and Assumption**	**Total Cost (US$) 5 years**
1. Capacity Building: (awareness creation, induction and trainings on E&S provisions)		
Prepare information Education Communication materials (leaflets, posters, brochure, banner on project and GM, GM forms, GM registers in Somali).	Once per year	15,000
Train project staff at FGS and FMS/district levels on the provisions of the SEP and ESMP.	Twice per year	30,000
Train implementing partners on stakeholder engagement, GM implementation, Monitoring, and reporting on E&S.	Twice per year	40,000
Sensitize project beneficiaries, and local leadership on the provisions of the E&S instruments at FMS/district/community levels.	Twice per year	20,000.
FM radio press conferences and call ins.	Twice per year at FGS and FMS/district levels	45,000
2. Compliance Monitoring on Implementation of E&S Provisions		
Stakeholder engagement at FGS level to update on project progress.	Quarterly	20,000
Stakeholder engagement at FMS/district levels to update on project progress.	Quarterly	40,000
Monitor compliance and extent of implementation of E&S instruments-SEP and ESMP.	Quarterly	40,000
3. Grievance Management		
Enhance and decentralize the SERP GM through district/community levels grievance management committees/focal points.		20,000
	Total Estimated Budget	**270,000**
	Contingency (5%)	**13,500**
	Grand Total	**283, 500**

7. Grievance Mechanism

The stakeholder consultations undertaken during project preparation revealed that some of the most common types of conflicts in the project area include among others resource allocation disputes, inter-clan rivalries, and disputes over project prioritization, discrimination and marginalization of vulnerable individuals and groups, conflicts arising from differing cultural practices and beliefs, disparities in wealth and access to economic opportunities. The identified sources of conflict are consistent with the findings of the initial E&S risks assessment conducted by the WB team and the proposed project is

therefore likely to exacerbate these conflicts given the limited project resources against the widespread needs of the target communities.
Some of the key recommendations to manage project related grievances made by the consulted stakeholders are as follows:

- Conflicts are typically resolved through dialogue and mediation by elders, local councils, and religious leaders and traditional conflict resolution mechanisms remain strong. There is therefore a need to establish a clear and accessible grievance mechanism, involving traditional elders to assist in dispute resolution, and maintaining transparency through regular public updates and providing channels for confidential reporting.
- A clear and accessible Grievance Mechanism (GM) at both community and project levels, allowing complaints to be submitted via SMS, hotlines, in-person, suggestion boxes, or local focal points is crucial.
- Appoint and train local grievance focal persons within Village Development Committees (VDCs), District Executive Committees, and women/youth groups to handle complaints sensitively and confidentially.
- Formally recognize and engage traditional elders, clan leaders, and religious figures in all stages of project planning, beneficiary selection, grievance redress, and awareness raising, as they hold significant influence and community trust.
- Include representatives from local structures (e.g., Village Development Committees, District Executive Committees, and women/youth groups) in project implementation committees and feedback platforms.

7.1 Grievance Mechanisms

- **Project Grievance Mechanism.** In line with the ESS10 requirements, the CERP PIU will operate a Grievance Mechanism (GM) to ensure effective management of grievances that may arise in the course of project implementation. The GM needs to be readily accessible to all project-stakeholders, at no cost and without retribution. The GM is also expected to address project related concerns promptly and effectively, in a transparent and culturally appropriate manner. Further, the CERP PIU will ensure that the GM is well documented, and all its processes publicly disclosed to enhance its accessibility by all stakeholders including target communities. The CERP PIU and specifically the Social and GBV specialists in close cooperation with the Project Coordinator (PC) will assume the lead responsibility for resolution of all projects related grievances in accordance with the Somalia laws and the WB ESSs.

- **Worker Grievance Mechanism.** Typical work-place grievances include fair and equal opportunity for employment; discrimination, labour wages rates and delays in payment; disagreements over working conditions; and health and safety concerns in work environment. Therefore, in line with the ESS2 requirements, a separate GM will be provided for all direct workers and contracted workers (and, where relevant, their organizations) to raise workplace concerns. Such workers will be informed of the GM at the time of recruitment and the measures put in place to protect them against any reprisal for its use. A separate Grievance Mechanism for community workers will be operationalized.

- **Management of GBV-SEA/SH Incidents.** project activities will likely be implemented in districts/communities where SEA/SH and other forms of Gender-Based Violence (GBV), such as Intimate Partner Violence (IPV), are prevalent as a result of high insecurity, cultural norms, high levels of poverty and marginalization, severe spells of drought and famine, unemployment, low levels of literacy and project investments rolled out in a context of limited resources against widespread need.

In this context, the CERP shall adopt the grievance mechanism under SERP. Under this context, and consistent with the stakeholder recommendations, the CERP PIU will enhance the GM under SERP by decentralizing the mechanism further to the FMS/district/community levels through grievance committees and focal points comprising memberships from Village Development Committees, District Executive Committees, and women/youth groups, as applicable. Further, the CERP shall adopt the worker grievances and GBV-SEA/SH management protocols under SERP.

7.2 Description of the CERP GM

Table 5: CERP GM

GM implementation structure.	The project shall have 2- tier GM structure; • Tier 1: FGS at the CERP PIU, • Tier 2: FMS/District/community levels where the response shall be based. At each level is a multi-agency, multi stakeholder Grievance committee. At local level, there will be multi-stakeholders included in the GRC.	At onset of the Project.	PIU coordinator and Social specialist.
Grievance uptake.	Grievances can be submitted via the following channels: • Toll-free telephone hotline/Short Message Service (SMS) line; • Dedicated E-mail address; • Letter to Grievance focal points at local facilities; • Complaint form to be lodged via any of the above channels; • Walk-ins may register a complaint in a grievance logbook at a facility or suggestion box, and • VDC/DEC focal points.	Upon receipt of the complaints, throughout the life of the project.	Social specialist/trained community liaison person.
Sorting, processing.	Any complaint received is forwarded to GM focal point at the sub project and escalated to the GM focal point at the PIU if not resolved. The Grievance should be logged in a GM register and categorized according to the complaint type. The GM focal point at the subproject will login the complaint and forward to the local level GM committee.	Upon receipt of complaint.	Local grievance focal points.
Acknowledgment and follow-up.	Receipt of the grievance is acknowledged to the complainant by Focal point.	Within 2 days of receipt.	Local grievance focal points.

Verification, investigation, action.	Investigation of the complaint is led by GRC focal person and resolution is sort at that level. A proposed resolution is formulated by the GRC and communicated to the complainant by the GRC focal point. If no resolution is reached, then the focal point escalates it to the next level.	Within 10 working days.	GRC.
Monitoring and Reporting.	Data on complaints are collected in and logged in GM register and reported by the social specialist every month. The social specialist will include the GM in his/her supervision and monitoring visits. The PIU will provide an excel sheet summary of the feedback and grievances reported. The summary will also include a breakdown of different categories of complaints such as those related to GBV/SEAH.	Monthly.	Social Specialist.
Provision of feedback.	Feedback from complainants regarding their satisfaction with the complaint resolution is collected and recorded in the register as well.	As they come in.	Social specialist/ community liaison.
Training.	Training needs for the response team, GRC, community (during SEPs will be done and the necessary training done.	At the beginning of project implementation.	PIU(National level and throughout the expected sites.
GM Appeals and Escalation Mechanisms.	Where agreement on grievance resolution has not been reached, the project team will offer the complainant with appeal options and processes available in the country. The approaches will include an Independent Panel, internal or external offices or individuals with appreciable degree of independence, and third-party fact-finding, facilitation, and mediation missions as applicable. Depending on the grievance, the appeal may entail offering the aggrieved person the option to seek redress through statutory referral institutions operational in the country.	When required.	PIU-GRC.

If relevant, payment of reparations following complaint resolution.	If the grievance results in the need to remedy the complainant and provide reparations, a resolution is developed in consultations amongst the relevant parties and an action plan outlining steps needed to implement the plan; The project team is then responsible for implementing the plan including payments for reparations. This should be done typically within 30 days of receiving the grievance/issue unless otherwise agreed.	When required.	PIU, Social specialist, GRC focal person.
GBV-SEA/SH protocols.	As captured in the Environmental and Social Management Plan (ESMP) prepared under CERP.	When required.	GBV Specialist, Social Specialist.

Other Grievance Mechanisms

WB's Grievance Redress Service (GRS).	Communities and individuals who believe that they are adversely affected by a WB supported project can report directly to the WB Grievance Redress Service (GRS) on email: grievances@worldbank.org. The GRS ensures that complaints received are promptly reviewed to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, because of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to WB's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit https://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service	When required.	World Bank.
World Bank Independent Inspection Panel.	**World Bank's Independent Inspection Panel:** If not satisfactory solution to the complainants is reached through the GRS, project affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-	When required.	World Bank.

	compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. www.inspectionpanel.org		

8. Monitoring and Reporting

The CERP PIU will be the lead responsibility for implementation and monitoring of the SEP in close cooperation with the national Project Coordinator, Environmental, Social and GBV Specialists. The CERP PIU will allocate the necessary resources for successful implementation of the SEP and ensure that the objectives of the SEP are met. The SEP reporting will include the following:

- Progress reporting on the ESS10-Stakeholder Engagement commitments under the Environmental and Social Commitment Plan (ESCP).
- Cumulative qualitative reporting on the feedback received during SEP activities, in particular (a) issues that have been raised that can be addressed through changes in project scope and design, and reflected in the SEP and ESMP if needed; (b) issues that have been raised and can be addressed during project implementation; (c) issues that have been raised that are beyond the scope of the project and are better addressed through alternative projects, programs or initiatives; and (d) issues that cannot be addressed by the project due to technical, jurisdictional or excessive cost-associated reasons. Minutes of meetings summarizing the views of the attendees can also be annexed to the monitoring reports. The table below summarizes the quantitative monitoring indicators.

Table 7: Quantitative Monitoring Indicators

Potential Indicators	**Means of Verification**
No. of project stakeholders accessing project information, benefits and opportunities.	Quarterly reports.
The percentage of stakeholders who are aware of the GM mechanism and they trust the mechanism to resolve complaints satisfactorily.	Stakeholder meetings and surveys.
Level of awareness among affected parties including traditional ethnic minorities and other vulnerable groups on project implementation procedures and potential E&S risks and impacts including associated mitigation measures.	Quarterly reports.
Number of government agencies, civil society organizations, private sector and other stakeholder groups that have been involved in consultations on the project implementation.	Minutes and reports of consultations.
Number of engagements (e.g. meeting, workshops, consultations with stakeholders during the project implementation phase.	Minutes reports and other documentation of consultations.
The percentage of stakeholders who rate as satisfactory the level at which their views and concerns are taken into account by the project.	Impact and satisfactory assessments as part of project evaluation.
Percentage of SEP activities implemented, key barriers to participation identified with stakeholder representatives and number of adjustments made in the stakeholder engagement approach to improve projects' outreach, inclusion and effectiveness.	Annual Secretariat reports.

Percentage of complaints that are satisfactorily resolved as well as those not resolved within timelines.	Stakeholder meetings and surveys.

Annexes

1. List of Participants

The table below captures a summary of stakeholder engagement activities undertaken to date.

No	Stakeholder	Ministry/Agency	Position/Role
1	Ministry of Finance (MoF)	Directorate of Debt Management	Director
2	Ministry of Planning, Investment and Economic Development (MoPIED)	Economic Development Department	Director
3	Office of the Prime Minister (OPM)	Department of Environment and Climate Change	Senior Advisor
4	Ministry of Energy and Water Resources (MoEWR)	Water Resources Management Department	Head of Department
5	Ministry of Agriculture and Irrigation (MoAI)	Agricultural Development Unit	Coordinator
6	Ministry of Environment and Climate Change (MoECC)	Climate Change Department	Director
7	Ministry of Humanitarian Affairs and Disaster Management (MoHADM)	Disaster Preparedness Unit	Technical Advisor
8	Ministry of Women and Human Rights Development (MoWHRD)	Gender and Human Rights Department	Officer
9	Federal Member States Representatives (Galmudug, Hirshabelle, Jubbaland, Puntland, South West, and Benadir)	Various State-Level Ministries	Focal Persons for DRM/Climate Resilience
10	Civil Society Organizations (CSOs)	Various	Representatives of environmental, humanitarian, and resilience-focused organizations

(*Source: Government focal points list, updated during April and May 2025 virtual meetings*)

2. Summary of Stakeholder Consultations undertaken

Preliminary Stakeholder Consultations.docx