FEDERAL REPUBLIC OF SOMALIA
MINISTRY OF PLANNING, INVESTMENT AND ECONOMIC DEVELOPMENT

STRENGTHENING URBAN RESILIENCE OF DISPLACED AND HOST COMMUNITIES IN DOOLOW PROJECT (SURDHT)
P-SO-K00-004

FINAL

STAKEHOLDER ENGAGEMENT PLAN (SEP)

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ABBREVIATION AND ACRONYMS

AFDB	African Development Bank
CESMP	Contractors Environmental and Social Management Plan
CSOs	Civil Society Organizations
DLG	Doolow Local Government
DSTWG	Durable Solution Technical Working Group
E&S	Environment and Social
ESIA	Environmental and Social Impact Assessment
FAO	Food and Agriculture Organization
FGS	Federal Government of Somalia
FMS	Federal Member State
FRS	Federal Republic of Somalia
GBV	Gender-Based Violence
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism
IDPs	Internally Displaced Persons
IOM	International Organization for Migration
IP	Implementing Partners
M&E	Monitoring and Evaluation
MoPIED	Ministry of Planning, Investment and Economic Development
OS10	Operational Safeguard 10
PIU	Project Implementation Unit
PSCs	Project Steering Committees
SC	Steering Committee
SEAH/SH	Sexual Exploitation, Abuse and Harassment/Sexual
SEP	Stakeholder Engagement Plan
SURDTH	Strengthening Urban Resilience of Displaced and Host Communities in Doolow Project
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees

EXECUTIVE SUMMARY

Introduction and Project Overview

The STRENGTHENING URBAN RESILIENCE OF DISPLACED AND HOST COMMUNITIES IN DOOLOW PROJECT is a transformative initiative aimed at addressing the urgent housing, infrastructure, climate change adaptation, and livelihood needs of vulnerable internally displaced persons (IDPs) and host communities, while promoting youth leadership and empowering women. The project will use community based and people-centric urban planning approach and seek to enhance the federal, state, and local governments in the areas of durable solutions and land administration, while ensuring social cohesion between the displaced and host communities. As of May, 2024, there are approximately 3.8 million[1] IDPs in Somalia, with more than 133,000 residing in five informal settlements in Doolow, lacking essential services such as secure housing, land tenure, livelihoods, health, and sanitation. This situation exacerbates their vulnerability and hinders their ability to integrate into the host communities to end their cycle of displacement and rebuild their lives.

The SURDHT seeks to contribute to ongoing peacebuilding efforts by focusing on providing lasting solutions to the IDPs and promoting social cohesion with the host community. A fundamental aspect of this project is the active involvement of community members in both the design and implementation processes, ensuring that the solutions developed are contextually relevant, culturally sensitive, and sustainable. The Stakeholders Engagement Plan (SEP) for the SURDHT in Doolow Project in Jubaland State of Somalia has been prepared in accordance with the national and African Development Bank (AfDB) operational Policy requirements.

Objectives and principles of the Stakeholder Engagement Plan (SEP)

The SEP outlines clear and actionable objectives:
- Identify stakeholders to ensure broad representation.
- Organize community meetings for feedback.
- Conduct needs assessments to understand community challenges.
- Provide training to enhance local skills and capacities.
- Promote collaboration through partnerships.
- Establish a framework for evaluating project outcomes.
- Conduct awareness campaigns about project goals and risks.

The SEP is guided by key principles of:
- Responsiveness
- Collaboration
- Transparency
- Cultural Sensitivity
- Inclusivity
- Capacity Building
- Stakeholder Identification

Identification of Stakeholders

The SEP emphasizes a thorough identification process for key stakeholders, particularly IDPs and vulnerable host communities. The SEP was developed considering the diversity of relevant stakeholders, categorized into the following:
- **Affected Parties**: Directly impacted individuals/groups, including the IDPs and host

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[1] Source: SNBS - Somalia National Bureau of Statistics, May, 2024

communities, and public institutions across the levels.

- **Other Interested Parties**: entities with an interest in the project like UN agencies and developmental partners.
- **Disadvantaged Groups**: Those disproportionately affected, such as female-headed households, and people with disabilities.

Engagement Methods

Engagement strategies are designed to cultivate trust and promote transparency through various methods, including:

- **Formal Meetings**: Structured platforms for information sharing and input gathering, ensuring all voices are heard;
- **Public Meetings**: Engaging the broader community with accessible information and encouraging participation from diverse groups;
- **One-on-One Discussions**: Addressing sensitive issues directly with affected individuals to ensure their concerns are acknowledged;
- **Focus Groups**: Conducting targeted discussions with specific community segments, including women, youth, and marginalized groups, to gather nuanced insights; and
- **Surveys and Questionnaires**: Collecting quantitative and qualitative data to establish baselines and gauge community needs, preferences, and priorities.

Consultations

Extensive public consultations were conducted, engaging 180 participants, including 98 females. These consultations included:

- Community forums in key IDP sites (Kabasa, Qansaxley, Ladan, and Kaharey) to gather insights on local needs and priorities; and
- Focus group discussions targeting specific demographics to ensure inclusivity, particularly among women and other vulnerable populations.

The following table present summary of stakeholder's level consultation and process.

Table 1: Stakeholder's Level of Consultation and Process

Stakeholder group	Communication methods	Timing	Information to covey and/or collect
Federal/State Ministries & Agencies	One-on-one meetings, official correspondences (emails, letters), workshops	Quarterly	Project objectives, progress updates, policy implications, regulatory requirements
IDPs and Local Communities	community forums, meetings, surveys, announcements,	Monthly	Project activities, potential impacts, feedback on project interventions, grievance mechanisms
Vulnerable Groups	Focus group discussions, face-to-face meetings, surveys	Monthly	Specific concerns, potential benefits, mitigation measures, tailored support needs
NGOs/CBOs	Workshops, official correspondences, joint meetings	Quarterly	Collaboration opportunities, project updates, environmental and social impacts, feedback collection

Institutional arrangement role and responsibilities

The successful implementation of the SEP relies on collaboration among several key institutions:

Table 2: Key Institutions and their roles for SEP Implementation

No.	Governance Body	Relevant Institutions	Level	Key Roles and Responsibilities
1	Steering Committee	• Poverty Reduction and Durable Solutions Department (MoPIED), – Chair • AfDB – Co-Chair • Ministry of Agriculture and Irrigation (Member) • Ministry of Family & Human • Rights Development (Member) • UNHCR (Lead Institution/member) • IOM (Member) • Food and Agriculture Organization (FAO), Member • United Nations Human Settlements Programme (UN-Habitat) Member • UN-WOMEN (Member)	Federal	• Provide overall direction to ensure aligns with project objectives. • Establish standards that guide inclusive stakeholder engagement practices. • Ensure adequate resources are allocated for stakeholder engagement activities. • Oversee the monitoring of engagement activities and ensure accountability for stakeholders' feedback.
2	Project Steering Committee	• FGS Poverty Reduction and Durable Solutions Department (MoPIED), Project Coordinator, Chair • UNHCR, PIU Coordinator, Co-Chair • Jubaland Ministry of Planning and International Cooperation (Member) • Jubaland Ministry for Agriculture and Irrigation (Member) • Jubaland Ministry of Public works, Reconstruction and Housing (Member) • Jubaland Commission for Refugees and IDPs • Doolow District Commissioner (Member) • IOM (Member) • FAO (Member) • UN-Habitat (Member); and • UN Women (Member)	Federal, State, and Local	• Ensure effective execution of the SEP in alignment with project objectives. • Facilitates collaboration and communication among local stakeholders. • Track and assess the effectiveness of stakeholder engagement plans. • Collect and relay stakeholders feedback to project leadership. • Prepare reports on engagement activities and outcomes for the Steering Committee. Address and resolve grievances or issues among the stakeholders.
3	Local Community Committee	• NGO/CBOs	State, local level	• Serve as the voice of the local community, stating their needs and concerns. • Act as a linkage between the local community and

				project teams for ensure effective communication. • Convey local community feedback regarding project activities and impacts. • Support in resolving local issues or grievances related to the project. • Monitor project activities and report on community views.
4	PIU	UNHCR Staff consisting of: - Development Officer (Coordinator), - Project/Programme Manager, - Environment Officer - M&E Officer, - Settlement Planning Officer - Protection Officers - Field Officer	State and Local	• Directly implement the specific engagement activities outlined in the SEP, ensuring that they are conducted as planned. • Manage daily interactions and communication with stakeholders, facilitating immediate responses to concerns and inquiries. • Collect data on stakeholders' engagement interventions and analyze feedback to inform project adjustments. • Organize training sessions and workshops to enhance the level of understanding and participation of stakeholders.

Grievance Redress Mechanism (GRM)

To enhance accountability and transparency, the SURDHT includes a robust Grievance Redress Mechanism (GRM). This mechanism provides stakeholders with accessible channels to report grievances and feedback related to the project, ensuring that their concerns are addressed in a timely manner. The GRM, also known as Complaint and Feedback Mechanism (CFM) is particularly important for vulnerable groups, offering structured procedures for reporting and resolving issues.

Monitoring and Evaluation

Effective monitoring and evaluation of stakeholder engagement are crucial for adapting strategies and addressing emerging issues. Key performance indicators (KPIs) will be established to track:

- The number and frequency of engagement events conducted.
- Stakeholder interactions and the diversity of participants.
- Geographic coverage of engagement efforts to ensure all communities are included.
- Participation metrics, focusing on representation from vulnerable populations.
- The number of public grievances received and successfully resolved.

This systematic approach will ensure that the project remains responsive to community needs and

concerns throughout its implementation.

Budget
The total estimated budget for implementing the SEP is $60,375. This budget encompasses costs associated with public consultations, communication materials, workshops, training sessions, and awareness campaigns, ensuring accountability and transparency in resource use.

Conclusion
The project represents a comprehensive and strategic effort to significantly improve living conditions for IDPs in Doolow through targeted housing, infrastructure, and service enhancements. By prioritizing stakeholder engagement, adhering to national and international guidelines, and fostering collaboration among key governmental institutions and UN agencies, the project aims to promote inclusion, sustainability, and community ownership.

CHAPTER 1: INTRODUCTION

1.1 Overview

The STRENGTHENING URBAN RESILIENCE OF DISPLACED AND HOST COMMUNITIES IN DOOLOW PROJECT addresses durable solutions needs of the vulnerable internally displaced persons (IDPs) and host communities living in Doolow, Somalia. Many IDPs live in informal settlements with inadequate access to essential services such as proper shelter, sanitation, and hygiene and means to earn a dignified income. To enhance living conditions, the project will construct durable shelters, provide security of land tenure, promote and diversify livelihood opportunities, build resilience to climate shocks through community action planning, build government capacity on land administration and durable solutions, promote social cohesion, and upgrade essential infrastructure, including health facilities, roads, playground, and drainages. It will also create safe and sustainable spaces for affected communities. A central focus of the project is to strengthen local capacities by actively involving community members in the design and implementation of solutions, ensuring that they are contextually relevant and effectively meet the needs of beneficiaries.

To ensure the success of the project, a diverse range of stakeholders will be involved, including local host communities, internally displaced persons (IDPs), humanitarian organizations, local authorities, donors, and government bodies. Effective engagement with these stakeholders is crucial, and a Stakeholder Engagement Plan (SEP) has been developed to outline a transparent, inclusive, and participatory approach throughout the project lifecycle.

The SEP aims to amplify the voices of IDPs, address their concerns, and align the project with the priorities and expectations of local communities. By actively involving stakeholders from the outset, the project seeks to foster a sense of ownership, enhance project design and implementation, and minimize the risk of conflict or misunderstandings.

Additionally, the SEP will ensure that all stakeholders are kept informed of project progress, have opportunities to provide feedback, and can participate in decision-making processes. The overall goal is to create a collaborative environment that leads to the successful upgrading of shelter and infrastructure while respecting the rights, needs, and aspirations of all involved stakeholders.

1.2 Objectives of the SEP

The overall objective of the stakeholder engagement plan for the Doolow shelter solutions and infrastructure project is to foster a collaborative environment that promotes inclusive decision-making and enhances community participation. This will be achieved by actively involving internally displaced persons (IDPs), host communities, local authorities, and NGOs, ensuring diverse voices are heard. The plan aims to maintain transparency through open communication about project goals and progress, conduct comprehensive needs assessments to effectively address community needs, and build local capacity through targeted training and resources.

Additionally, it will encourage collaboration by promoting partnerships that facilitate knowledge sharing and resource mobilization, implement a robust monitoring and evaluation framework to assess project impact and incorporate stakeholder feedback, and respect local cultural dynamics to align project activities with community customs. Collectively, these efforts aim to drive sustainable shelter solutions and infrastructure improvements in Doolow, Somalia.

The specific objectives of the SEP include:
- Identify and map all relevant stakeholders, including IDPs, host communities, local authorities, Civil Society Organization (CSOs), and UN agencies, to ensure comprehensive

engagement;
- Organize regular community meetings and forums to gather input and feedback from stakeholders throughout the project lifecycle;
- Create accessible platforms, including face-to-face meetings and workshops for providing updates and facilitating ongoing discussions;
- Conduct participatory needs assessments to accurately capture community priorities and concerns;
- Provide training programs for community members and local organizations to enhance skills in project management, environmental and social risks and impacts management, and technical areas related to shelter and infrastructure;
- Foster collaboration among stakeholders by establishing formal partnerships to facilitate resource sharing and collective problem solving;
- Create a framework to assess project outcomes and stakeholder satisfaction, incorporating feedback for continuous improvement;
- Conduct awareness campaigns to inform stakeholders about project objectives, environmental and social risks and impacts mitigation strategies, and benefits; and enhance channels for stakeholders to provide ongoing feedback and raise concerns, ensuring their voices influence project decisions.

1.3 Guiding Principles of Stakeholder Engagement

The project will comply with the following principles based on the international best practices including:
- **Responsiveness**: Actively listen to stakeholder input and adapt project strategies to address their needs and priorities;
- **Collaboration**: Foster partnership among stakeholders to encourage joint problem-solving and resource sharing;
- **Transparency**: Maintain open communication about project goals, processes, and progress to build trust and accountability;
- **Cultural Sensitivity**: Respect and incorporate local norms, customs, and values into project activities to ensure community acceptance;
- **Inclusivity**: Engage a diverse range of stakeholders, ensuring that marginalized and vulnerable groups have a voice in decision-making; and
- **Capacity Building**: Empower stakeholders through training and resources to enhance their skills and enable meaningful participation.

These key principles will guide the effective management of the stakeholder engagement plan in Doolow, Somalia.

1.4 Scope of the Stakeholders Engagement Plan (SEP)

The scope of this Stakeholder Engagement Plan (SEP) includes activities throughout the project lifecycle across four intervention sites for internally displaced persons (IDPs).

The project aims to implement participatory urban planning, enhance sustainable livelihoods, empower youth and women, build resilience to climate shocks, and rehabilitate vital infrastructure in selected IDP sites in Doolow—specifically Kabasa, Qansaxley, Ladan, and Kaharey. Proposed interventions are organized into three main categories, as outlined in Table 1.1 below.

Table 0.1: Proposed interventions in target areas

No.	Project Target District (Specific Sites)	Category	Proposed Intervention
1	Doolow (Kabasa, Ladan, Kaharey, and Qansaxley)	Expansion activities	• Expansion of irrigation canals on 71 hectares of uncultivated land without ongoing farming activities. • Expansion of Kabasa Secondary School with a new three-classroom block. • Expansion of Kabasa Primary and Intermediate Schools with a new three-classroom block.
2		Infrastructure rehabilitation	• Renovation of the health center in Qansaxley, Kabasa, and Ladan. • Upgrading of existing roads to improve accessibility.
3		Community infrastructure	• Construction of 1,750 permanent shelters to provide safe housing for displaced and vulnerable host communities. • Establishment and equipping of new health centers in Kabasa and Qansaxley to ensure access to essential medical services. • Development of drainage channels to effectively manage stormwater.

1.5 Potential Environmental and Social Risk and Impacts of the Project

The project encounters several low to moderate environmental and social (E&S) impacts that require proactive stakeholder engagement for effective implementation. First, involving the community in identifying and selecting beneficiaries is essential to prioritize vulnerable populations and build trust. Environmental concerns, such as soil erosion and the loss of vegetation cover (mainly shrubs), highlight the need for collaboration with experts and local residents to adopt sustainable land management practices. Additionally, increased waste generation from construction activities necessitates the development of effective waste management strategies in partnership with stakeholders. Finally, any temporary disruptions to access essential services during construction must be transparently communicated, with alternative routes provided to minimize inconvenience. By addressing these issues through active engagement, the project can enhance its effectiveness while promoting social equity and environmental sustainability.

CHAPTER 2: PROJECT DESCRIPTION

2.1 Introduction

Somalia faces significant capacity challenges across multiple sectors, which pose risks to its pursuit of economic stability and resilience. To tackle these issues, the Federal Government of Somalia (FGS), in partnership with five United Nations (UN) agencies, launched an independent support project funded by grants from the African Development Bank's (AfDB) Transitional Support Facility (TSF) – prevention envelope. This grant funding supports initiatives focused on capacity building and technical assistance to address the root causes of fragility and foster resilience, with the potential to make a substantial impact.

2.2 Project Development Objective

The Project Development Objective (PDO) is to enhance the living conditions of internally displaced (IDP) families in four urban settlements in Doolow and support their integration into the host community, ensuring improved access to housing, secure land tenure, and essential services such as healthcare, education, sanitation, and livelihood opportunities. The project's specific goals include:

- Promoting inclusive, data-driven planning and decision-making processes,
- Advancing gender equality, empowering women, and encouraging youth leadership;
- Strengthening climate adaptation and mitigation measures to support sustainable livelihoods;
- Establishing reliable access to basic infrastructure within IDP settlements, and
- Enhancing government capacity for coordinating IDP integration activities, including land administration, conflict resolution, and social cohesion.

2.3 Project Components

The project design covers four (4) components: (i) Gender equality, women's empowerment, and youth leadership; (ii) Climate change adaptation and mitigation for sustainable livelihoods; (iii) Infrastructure assessment and development for IDP Settlements and (iv) Institutional capacity building and project management.

Component 1: Gender Equality, Women's Empowerment, and Youth Leadership

This component focuses on empowering women and youth by improving access to employment, income opportunities, and market access through skills development and financial support. It consists of two sub-components: (i) Advancing women's economic empowerment, and (ii) Youth empowerment initiatives that include employability, job creation, leadership development, and active participation in peacebuilding. The component will collaborate closely with community elders, local authorities, and relevant line ministries to ensure effective implementation.

Sub-component 1.1: Advancing women's economic empowerment. This initiative empowers 300 women by offering (i) tailored technical and vocational skills, especially for those at-risk including female headed households, those with limited economic hardship, survivors of GBV, PWDs and marginalized women. The skill education includes various trades such as tailoring, henna and makeup artistry, bakery, tie-dye, and shampoo making alongside financial management capabilities. Upon graduation, the beneficiaries will receive business start-up kits aligned with their acquired skills, (ii) provide skills training and links graduates to financial institutions (Banks and remittances), while also (iii) supporting small-scale women's businesses through capacity building, value chain, and market assessments. The program offers information and GBV support in community centers and safe spaces and organizes community forums on Gender Equality and Women's Empowerment (GEWE) to engage elders, men, and leaders in promoting local GEWE initiatives. Additionally, the

project will strengthen women's organizations through public speaking and advocacy training and connect them with government institutions to challenge harmful social norms. Regular feedback from participants will be used to enhance the program's inclusivity.

Sub-component 1.2: Youth's productive opportunities and leadership. This involves: (i) providing technical, vocational, and market-oriented skills development for youth such as handicrafts and Artisanal Skills, Tailored Training, Mobile Phone Repair and Maintenance, bricklaying, plumbing, install electrical systems and perform maintenance tasks, Carpentry and Woodworking, Small Business Development and Financial Literacy, enabling them to participate in their chosen learning pathways; (ii) establishment of business development centers for career counselling, business support; (iii) provision of start-up kits for young women and men; and (iv) capacity building for youth in leadership, public speaking, and ICT skills, linking them to relevant government institutions in Doolow. It also supports youth-led initiatives promoting participation and peacebuilding in Doolow, providing grants to groups of young people to implement local and community-based initiatives. The project will prioritize youth aged 18-35 years in the IDP sites who face economic hardship, including those with disabilities. It will prioritize youth with demonstrated talent or previous involvement in community activities, as well as those from marginalized communities. Additionally, the project will focus on individuals with limited access to tools or resources and those who have previously engaged in technical education but dropped out due to poverty.

Component 2: Climate Change Adaptation and Mitigation for Sustainable Livelihoods
This component looks to improve access to climate-smart and conflict sensitive management of natural resources for resilience, productivity, and anticipatory action. It has three sub-components: (i) building resilience to climate shocks, with improved early warning, disaster risk reduction (DRR) measures, and community action planning; (ii) food production, livelihood, and related infrastructure development; and (iii) increase income and livelihood diversification.

Sub-component 2.1: Building resilience to climate shocks, with improved early warning, disaster risk reduction (DRR) measures, and community action planning. This includes (i) Community Managed Disaster Risk Reduction (CMDRR) framework aims to improve community resilience through participatory planning and resource management. It will establish or revise committees based on community age, gender, and diversity, and link them with local government and institutions; (ii) Participatory Disaster Risk Assessments, which will gather comprehensive data about targeted communities, identifying gaps and prioritizing future interventions; (iii) training on DRR and early warning systems will be provided, along with capacity building on natural resource use; (iv) Knowledge Resource Centers will be established to publicize action plans and share climate updates; and (v) community disaster mitigation funds will be provided, with financial literacy and project management training offered to fund managers.

Under this sub-component, FAO will set up five DRR committees (one per IDP site), support development five community action plans (CAPs), one Doolow level community action plan, establish five DRR centers and support five community prioritized projects as part of disaster mitigation.

Sub-component 2.2: Food production, livelihood, and related infrastructure development. This includes (i) food production and livelihood development program aim to boost household-level cereal and vegetable production, reduce malnutrition, and improve nutritional diversification. It targets vulnerable host communities and protracted internally displaced persons (IDPs). Kitchen gardens are promoted, providing easy access to nutrition; (ii)the program also advocates for land

allocation for IDP farmers, rehabilitation of livelihood infrastructures, and market linkages. Through other existing programs and strong advocacy, FAO already successfully secured 222.8 hectares of farming land in Doolow and allocated to 3,400 IDP households. This is equivalent of 550.6 acres and each IDP farmer is allocated a land size of 655 square meters. The same land shall be used for reallocation to the IDPs. Furthermore, this land is already invested with irrigation canals and infrastructures with piped networks, functional solar powered floating pumps, which will be rehabilitated.; (iii) The program assesses women's capacity development needs and provides necessary equipment. Activities include gender-responsive climate technology information, capacity building for female farmers, registration of beneficiaries, formation of farmer groups, distribution of agricultural tools, and market system development.

Given the necessity of livelihood opportunities among the IDPs and host communities, FAO will increase the scope of livelihood interventions under this programme to reach up to 4,500 HHs and through advocacy with local authorities, increase the land size available for cultivation from current 222 to 291 hectares of land. This means expanding the existing farmland to an additional 71 hectares of land. Once secured, FAO will facilitate bush clearing, land preparation, tractor ploughing for the extension parts of the farmland as well extending irrigation pipeline network. FAO will distribute one season of inputs distribution to all the planned target of 4,500 farmers – inputs package consists of climate adaptive seeds of maize, sorghum, cowpea, Mung beans, sesame, assorted vegetables and storage bags for the harvest. At the start of the project, beneficiaries' preferences will also be surveyed at time of registration to ensure the package translates to actual needs and preferences on the ground.

Beneficiaries shall have continuous extension services that will be provided by the State Ministry of Agriculture with technical assistance of their Federal counterpart ministry. This approach has already been proven as very effective way engaging with beneficiaries through government lead and it promotes strong sense of ownership thereby increasing high success for sustainability. FAO will also engage Doolow district DC through Letter of Understanding (LoU) to handle conflict mitigation, social cohesion, facilitation of do no harm amongst IDPs and host communities.

Sub-component 2.3: Increase income and livelihood diversification. The livelihood diversification program focuses (i) on establishing Village Savings and Loans Associations (VSLAs) with a focus on women, with the option for single or mixed-gender savings groups. Up to 150 VSLA groups shall be set up as all livelihood beneficiaries will be required to participate in the savings scheme, each group having 30 members. A rotating leadership system is used to minimize backlash against women's participation; (ii) VSLAs will receive training in household budgeting, financial literacy, numeracy, risk management, and record-keeping, as well as gender empowerment and leadership sessions. The VSLA groups coaching, and capacity building shall be provided by FAO technical team and will follow standard graduation cycle of 12 to 15 months starting with preparatory phase, followed by intensive phase and finally supervision phase, a stage at which the VSLA groups reach maturity stage and graduation. They are trained to adjust their business activities during inflation and are encouraged to invest in assets like small ruminants and agro produce; (iii) the groups are provided with start-up kits and technical training on green businesses and micro-entrepreneurial skills. The start-up kits are composed of a metallic box with three lockable solution, padlock, money counting bowls, passbooks, register manual (A4 books), stamps for daily savings and shares, rulers, calculators, and loan fund bags; this will be managed by the group leadership.

The existing groups, under current FAO programs, that have not reached maturity level to run on its own will be absorbed by this programme for scale-up while new groups shall be formed esp. For beneficiaries who are not taking part in savings and loans activities.

Component 3: Infrastructure Development for IDP Settlements
This component aims to ensure sustainable access to infrastructure for IDP settlements. It has two sub-components: (i.) detailed settlement planning and implementation of key infrastructure in the four IDP settlements; (ii.) housing delivery and management and development of local construction sector.

Sub-component 3.1: Integrated settlement planning and implementation of key infrastructure in the four IDP settlements. This includes activities (i) to design integrated settlement layouts for four intervention areas, considering factors like urban security, accessibility and connectivity, housing, land, property rights, environmental aspects, density, and access to basic services. These layouts should align with natural topography and drainage patterns to reduce costs. Community groups will be included in decision-making and planning processes; (ii) improve or upgrade key community infrastructure to enhance community access to public goods such as health, education and sufficient public green space. Storm water drainage infrastructure will be well- designed to mitigate flooding. Such infrastructure work will be based on people-centered urban planning and detailed spatial and topographical assessments, which are planned in sub-component 4.2. and are connected to capacity building interventions for improved land governance under sub-component 4.1to meet local governments and citizens' needs. UNHCR will provide technical expertise for infrastructure rehabilitation, focusing on durability and sustainability.

Sub-component 3.2: *Housing delivery and management and development of local construction sector* The project plans to (i) incorporate resilient design principles into housing infrastructure, considering climate resilience and disaster risk reduction to minimize the vulnerability of IDP settlement and develop an affordable housing and community development model;(ii) provide housing solutions for 1,750 households (10,500 individuals), facilitating the integration of displaced populations into local communities and fostering social cohesion. The housing design prototype, adapting to regional climate with a minimum floor to ceiling height of 3m, will incorporate safety measures against environmental risks like flooding. An innovative owner-driven approach to construction will be used, and the design will include sanitation solutions and access to water; (iii) plant trees at the household level, and housing designs will consider operational and maintenance measures for long-term sustainability, involving detailed engineering designs, safeguard instruments, and additional analytical work as required; and (iv) local workers engaged in construction will be trained, incubating necessary construction skills and knowledge for a more mature construction sector. Experiences from similar projects in Luglow, Baidoa and Baidoa will be analyzed to draft fit-for-purpose training materials and to train Trainers of trainers led by technical experts from UNHCR and UN-Habitat.

Component 4: Institutional Capacity building and Project Management
This component will support the implementation of project activities by providing resources for coordination, administration, implementation, monitoring, procurement, financial management, and external audits. It will also enhance the capacity of project staff through provision of technical assistance, enabling effectively supervision of renovation works. Additionally, this component will ensure effective project oversight and implementation through the Project Management Unit, led by the Ministry of Planning Committee.

Subcomponent 4.1: Support Government coordination and capacity building on land administration, conflict mitigation, and social cohesion. The initiative leverages local structures

and builds capacity for federal, state, and local governments through joint monitoring visits, periodic lessons learned workshops, coordination of durable solutions activities, awareness raising, and trainings with full government ownership and joint project implementation.   The subcomponent aims to (i) better coordinate and facilitate seamless integration of IDPs into the local communities, while promoting self-reliance and resilience; (ii) reduce conflict, promote social cohesion, and prevent sexual exploitation by targeting IDPs, host communities, and local authorities. ; (iii) provide tailored training on gender in humanitarian action and gender mainstreaming to local authorities and civil society, equipping them with skills to integrate gender considerations, address the distinct needs of various groups, including marginalized ones, and promote gender equality. It aims to enhance the roles of women and youth in IDP sites in peacebuilding and decision-making within humanitarian responses; (iv) assess and build capacity of the local government on land administration and management in close coordination with and supervision by the resp. State line ministries (Public Works, Reconstruction and Housing and Doolow District Administration; (v) ensure proper infrastructure for land administration offices.

The Doolow District Administration (DC) will be engaged for conflict mitigation, social cohesion, and healthy integration among IDPs and host communities. Additionally, Jubaland Ministry of Planning and International Cooperation will have a capacity building and coordination role on matters durable solutions, not only for Doolow area but in Jubaland state in general.

Subcomponent 4.2: Community-based approach for data collection. The project aims to collect data and develop people-centered urban planning for Qansaxlay, Kabasa, Ladan, and Kaxareey IDP sites. It involves (i) creating a base map, conducting knowledge on spatial and topographic topics and establishing a database; (ii) a market-based assessment will identify microbusiness opportunities for women and youth in IDP and host communities; (iii) A multi-sectoral household-level data collection and registration exercise will target all households of the four IDP sites, including female-headed ones; (iv) a city-wide visioning exercise will bring together representatives from host- and displaced communities as well as CSO and business community to discuss assessments results from an integration, gender, peacebuilding and social cohesion prospective under the theme 'Our Doolow today and tomorrow'; and (v) participatory planning workshops that will translate the settlement-specific strategy into detailed neighborhood plans as outlined under Sub-component 3.1.

Subcomponent 4.3: Project management support. This component will support the implementation of project activities. It will provide resources for coordination, administration, implementation, monitoring, procurement, financial management, and external audit of the Project. The component will also augment Project staff capacity through provision of technical assistance to effectively supervise renovation works. This component will include supporting effective project oversight function and implementation through the Project Management Unit, which will be led by the Poverty Reduction and Durable Solutions Department of the Federal Ministry of Planning.

2.4 Project Activities
In line with Component 3, Infrastructure Development for IDP Settlements, the primary project activities are as follows:
   a. Construction of 1,750 permanents shelters;
   b. Plantation of 10,200 trees; and
   c. Rehabilitation of 4 primary irrigation canals;
   d. Construction and equipping of a new health centres in Kabasa and Qansaxley;
   e. Rehabilitation of health centre in Qansaxley;

f.   Construction of solid waste collection/disposal areas
g.   Rehabilitation and opening of existing roads to enhance accessibility and associated road drainage;
h.   Construction of drainage channels;
i.   Installation of streetlights;
j.   Expansion of existing Kabasa Secondary school (3 classrooms block)
k.   Expansion of existing Kabasa Primary & Intermediate School (3 classrooms block); and
l.   Construction of perimeter fencing for existing primary and secondary schools as well as community playgrounds.

The activities listed above will be carried out in a phased manner. The first two activities will be expedited, and the ESIA study will primarily focus on these activities, while also addressing potential impacts related to other planned activities.

2.5 Project Location and Sites

Doolow town serves as the capital of the Doolow district within the Gedo region of Jubaland State, Somalia. The Gedo region shares borders with several other regions in Somalia, including Bakool, Middle Jubba, Bay, and Lower Jubba. Additionally, it borders Ethiopia to the north and Kenya to the west. Doolow town is situated approximately 470 km northwest of Mogadishu. It is about 70 km northwest of Luuq and 42 km north of Mandera and Balet-Hawo, two towns along the Somalia-Kenya border. Furthermore, Doolow is located along the banks of the River Dawa and the Jubba River.

The stakeholders identified and targeted four existing IDP sites for the project, with their selection primarily based on the housing needs of the displaced population, including the vulnerable host communities in the Doolow district. The four selected sites include Kabasa, Qansaxley, Ladan, and Kaharey. Table 2.1 below offers a concise overview of the characteristics of each IDP site.

Table 2.1: Description of the selected sites

No.	Camp Name	Description
1	Kabasa	This site is situated approximately 3 km north of Doolow and was the first IDP site established in 2011, currently hosting around 6,319 households (38,837 individuals). The camp offers social services like schools, health centers, and WASH facilities, though these resources are limited. Some residents participate in small-scale trade or farming to sustain their livelihoods.
2	Qansaxley	The site is located about 4 km northeast of Doolow and plays a crucial role for IDPs, currently accommodating 6,170 households (38,315 individuals). While social services are present, they are limited in scope.
3	Ladan	Ladan is found 3.5 km northwest of the town and currently accommodates 3,337 households (about 20,017 individuals). Although basic community infrastructure is present, it is inadequate.
4	Kaharey	This site accommodates 2,191 households (13,386 individuals) and is located 5 km from the town. There are no water or educational services available.

These IDP sites serve as temporary solutions for displaced populations affected by droughts, conflicts, and other crises. Together, these four camps accommodate a total of 18,017 households[2] (110,555 individuals). These IDP sites are situated a considerable distance from the riverbanks. To

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[2] Source: CCCM Cluster Somalia Verified IDP Sites Doolow - February, 2024

provide a clearer understanding of the targeted IDP sites for the project, the following maps display their locations.

Figure 0.1: Map of the Project Area
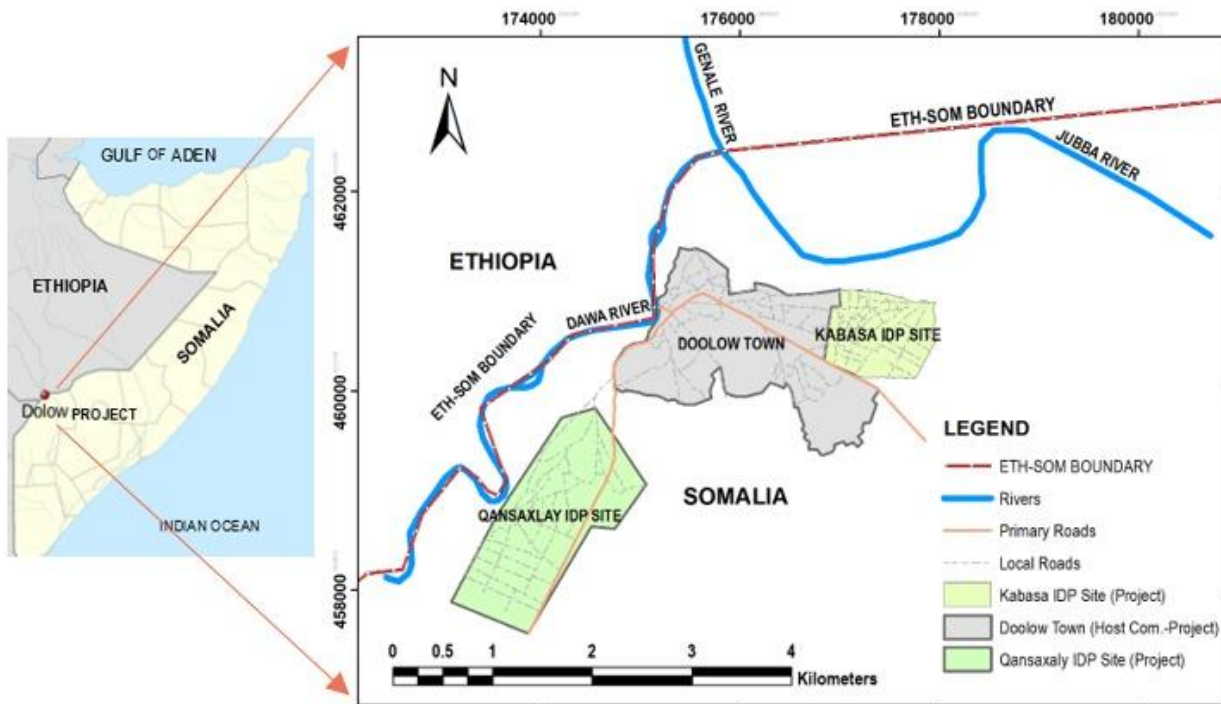
2.6 Project Schedule

The proposed project schedule for the construction and commissioning phases is tentatively planned to span 36 months.

CHAPTER 3: NATIONAL AND INTERNATIONAL LEGISLATIONS AND STANDARDS

3.1 Key National Legal Provisions for Environmental and Social Protection and Citizen Engagement

This section provides a succinct overview of national legal mandates that require public participation, guarantee transparency in public information, and ensure prompt responses to public inquiries, concerns, and grievances related to significant government actions.

3.2 National Legal Framework

The national legal frameworks pertinent to the project's engagement are summarized in Table 3.1.

Table 3.1: Relevant National Legal Frameworks

Legal Framework	Description	Relevant to the Project	Focal Institution
Provisional Constitution, 2012	The Somalia Provisional Constitution, adopted in 2012, establishes a federal system of governance, promoting decentralization and local authority. It guarantees fundamental human rights, including freedom of expression and assembly, while outlining the structure of government with a bicameral legislature. The constitution emphasizes judicial independence and encourages public participation in governance.	Article 32, guarantees freedom of expression and access to information, enabling IDPs and host communities to voice their needs and participate in decision-making processes related to durable solutions.	Line Institutions at federal, state, and local levels
The Ninth National Development Plan (NDP), 2020-2024	The NDP-9 aims to promote inclusive and sustainable growth by focusing on key sectors such as agriculture, infrastructure, education, and health. It emphasizes governance, strengthens public institutions, and encourages citizen	This Five-Year Plan emphasizes inclusive development and the importance of addressing the needs of IDPs and vulnerable communities. It encourages stakeholder engagement in the planning and implementation of projects aimed at	MoPIED

	engagement, particularly for marginalized groups like IDPs. This plan serves as a roadmap for coordinated development efforts to enhance stability and improve livelihoods across the country.	providing durable solutions	
National Environmental Policy 2019	The National Environmental Policy aims to promote sustainable environmental management and conservation. It emphasizes community involvement in decision-making, environmental protection, and the sustainable use of natural resources. The policy seeks to address environmental challenges, enhance resilience to climate change, and ensure that development projects consider environmental impacts. Overall, it provides a framework for balancing development needs with ecological sustainability in Somalia.	Requires public consultations for projects that may impact the environment, ensuring that IDPs and host communities can voice their concerns about proposed developments affecting their living conditions.	Ministry of Environment and Climate Change
National Durable Solutions Strategy 2020 – 2024	The National Durable Solutions Strategy (NDSS) acts as an operational roadmap that sets out a collective vision, strategic objectives and principles to guide the implementation of	On housing solutions, the strategy focuses on securing adequate housing for IDPs. Also, the strategy involves not only providing immediate shelter but also ensuring long-term housing solutions that	Ministry of Planning, Investment and Economic Development (MoPIED)

	durable solutions programming and policies in Somalia.	are sustainable, safe, and integrated within communities.	
National Solutions Pathways Action Plan (NPAP) 2024 – 2029	The NPAP 2024-2029 aims to provide durable solutions for IDPs in Somalia. It focuses on promoting integrated approaches to address the needs of IDPs and vulnerable communities, emphasizing social cohesion, livelihoods, and access to basic services. The plan outlines strategies for collaboration among government, NGOs, and international partners to enhance resilience and support sustainable development, ultimately fostering stability and improving the living conditions of affected populations.	The National Solutions Pathways Action Plan 2024–2029 enhances public participation through inclusive engagement, transparent decision-making, capacity building, feedback mechanisms, community-led initiatives, and technology use, ensuring that community input shapes project development.	Ministry of Planning, Investment and Economic Development (MoPIED)
National Climate Change Policy 2020	The National Climate Change Policy aims to address the impacts of climate change through sustainable development and resilience-building. It focuses on reducing vulnerability, enhancing adaptive capacity, and promoting environmentally sustainable practices across sectors. The policy encourages community involvement, aims to integrate climate considerations into national planning, and	The Policy enhances public participation by involving communities in climate initiatives, which is vital for addressing the needs of IDPs. By giving IDPs a voice, the policy integrates their challenges into planning, supports community-led efforts, and ensures relevant adaptation strategies, promoting resilience and sustainable development amid climate change.	Ministry of Environment and Climate Change

	seeks to align with international climate agreements, ultimately striving for a more resilient and sustainable Somalia.		
National Policy for Disaster Management, 2018	The National Policy for Disaster Management focuses on enhancing resilience to disasters through effective preparedness, response, and recovery. It emphasizes community involvement, disaster risk reduction, and coordinated responses among stakeholders, aiming to integrate disaster management into national planning and minimize impacts on vulnerable populations.	This policy recognizes the importance of community involvement in disaster response and recovery. This policy can guide projects that address the vulnerabilities of IDPs and host communities in disaster-prone areas.	Somalia Disaster Management Agency (SODMA)
Gender Policy, 2021	The Gender Policy of Somalia aims to promote gender equality and empower women and marginalized groups. It focuses on enhancing women's participation in decision-making, addressing gender-based violence, and ensuring equal access to education, healthcare, and economic opportunities. The policy seeks to integrate gender considerations into all development initiatives, fostering a more inclusive and equitable society.	The Gender Policy promotes the inclusion of women and marginalized groups, ensuring that their voices are heard in the planning and implementation of durable solutions for IDPs and host communities.	Ministry of Family & Human Rights Development

National Youth Policy, 2020	The National Youth Policy aims to empower young people by promoting their participation in governance, education, and economic development. It focuses on addressing the needs and challenges faced by youth, including unemployment and access to services. The policy seeks to enhance youth engagement in decision-making processes and promote their role in fostering peace and development within communities.	This Policy promotes youth participation, ensuring that the perspectives of young people from IDP and host communities are included in project planning and implementation.	Ministry of Youth and Sports

3.3 African Development Bank Safeguard Standards

The AfDB's ISS were established to ensure that projects financed by the bank are environmentally sustainable and socially responsible. The Standards were developed in response to growing concerns about the impact of development projects, the ISS aim to address environmental and social risks systematically.

The ISS was introduced as part of the AfDB's commitment to aligning its operations with international best practices and standards of other development institutions. The ISS cover various aspects of project implementation, including environmental assessments, social impacts, labor conditions, and stakeholder engagement.

The Standards reflects the AfDB's recognition of the importance of sustainable development in achieving economic growth in Africa. By integrating these standards, the AfDB seeks to protect ecosystems, promote social equity, and foster inclusive development, thereby contributing to the bank's overarching goal of improving the quality of life for African populations.

Table 0.2: Applicable AfDB Operational Safeguards

E&S Operational Safeguards	Description	Relevance to the Project
OS 1: Environmental and social assessment	This safeguard mandates a comprehensive assessment of potential environmental and social impacts associated with the project before implementation. It involves evaluating	This project adheres to OS 1 by mandating detailed environmental and social impact assessments, incorporating evaluations of

	factors such as land use, natural resources, social cohesion, and local livelihoods. The assessment aims to identify risks and develop appropriate mitigation strategies to safeguard both the environment and affected communities.	climate change vulnerability, and ensuring robust public consultation.
OS2: Labour and Working Conditions	This standard ensures that all labor practices within the project adhere to principles of fairness and equity. It mandates the provision of adequate wages, benefits, and safe working conditions while strictly prohibiting child labor and forced labor. The safeguard also emphasizes the importance of voluntary employment and the rights of workers to organize.	The project complies with OS 2 by guaranteeing fair treatment for all workers, which boosts their satisfaction and productivity. This approach reduces the likelihood of labor disputes and fosters a positive work environment, both of which are crucial for successfully implementing project activities.
OS4: Community Health, Safety and Security	This safeguard highlights the need to adopt comprehensive health and safety protocols during project implementation. It covers aspects such as managing construction-related noise, dust, and traffic to minimize disruption to the local community. The standard also addresses potential security risks, ensuring that measures are in place to protect both workers and residents.	The project aligns with OS 4 by adhering to international conventions and industry-specific standards for pollution prevention, waste management, and resource efficiency, particularly in accordance with the Environmental, Health, and Safety (EHS) Guidelines.
OS7: Vulnerable Groups	This standard focuses on recognizing and addressing the unique needs and rights of vulnerable populations within the project area. This includes women, children, the elderly, and persons with disabilities. The safeguard calls for tailored interventions that ensure these groups have access to project benefits and that their voices are included in decision-making processes.	The project aligns with OS 7 by specifically targeting vulnerable populations, including women, children, the elderly, and persons with disabilities. It will implement tailored interventions to enhance livelihoods and increase access to essential services, while actively encouraging their participation in decision-making processes.
OS8: Cultural Heritage	This safeguard emphasizes the importance of protecting and preserving cultural heritage throughout project implementation. It requires that project designs and activities respect local traditions, practices, and historical sites, ensuring that cultural identity is	The project aligns with OS 8 by fostering cultural expression through community gatherings and incorporating cultural considerations to ensure sustainable development.

	maintained and celebrated within the community.	
OS10: Stakeholder Engagement and Information Disclosure	This standard underscore the necessity of involving stakeholders in all phases of the project, from planning to implementation and monitoring. It emphasizes transparency and the dissemination of information to ensure that all relevant parties are informed and can participate meaningfully in decision-making processes.	The project aligns with OS 10 by actively engaging stakeholders such as IDPs, host communities, local authorities, and civil society organizations at every stage of planning and implementation.

CHAPTER 4: STAKEHOLDERS IDENTIFICATION AND ANALYSIS

4.1 Stakeholder Identification for SURDHT

To develop an effective Stakeholder Engagement Plan (SEP) for the SURDHT, it is essential to identify stakeholders and understand their needs, expectations, and objectives. Special attention must be given to internally displaced persons (IDPs) and vulnerable host communities who may face barriers to participation or be disproportionately affected by the project.

AfDB OS10 under paragraph 7 defines "stakeholder" as individuals or groups who Are affected or are at risk of being affected by the operation, directly or indirectly (project-affected parties), and/or May have an interest in the operation (other interested parties). The stakeholders of an operation/project will vary depending on the details of the operation or project. They may include local communities, national, state, district and local authorities, neighboring projects, and nongovernmental organizations. Stakeholders are persons or groups who have a role in the project and are directly or indirectly affected by a project (also known as "affected parties"), as well as those who may have interests in a project (known as "interested parties") and/or the ability to influence its outcome, either positively or negatively. Stakeholders may include locally affected communities or individuals and their formal and informal representatives, federal state, district or local government authorities, politicians, religious leaders, civil society organizations and groups with special interests, the academic community, or other business entities.

Engagement strategies should prioritize building trust through inclusive methods, such as focus group discussions and surveys, while establishing feedback mechanisms for ongoing stakeholder input. By tailoring the plan to the specific needs of all stakeholders, particularly those at risk, the SURDHT can achieve equitable and sustainable outcomes. This approach enhances stakeholder buy-in and fosters a collaborative environment that promotes shared ownership and accountability.

Understanding how each stakeholder may be impacted by the project, along with their perceptions of its potential effects, is crucial. This knowledge enables the development of strategies that effectively inform stakeholders and address their concerns.

Stakeholders are identified through a systematic and ongoing process that includes the following steps:

- Recognize the entities that may be affected by or have an interest in the project, such as local communities, government bodies, NGOs, and businesses.
- Identify individuals, groups, and organizations by considering:
- Assess the project's expected area of influence, identifying localities where individuals and businesses may experience both positive and negative impacts throughout the project

lifecycle.
- Evaluate the potential social, economic, and environmental impacts to pinpoint relevant stakeholders, including national and local government agencies, NGOs, academic institutions, and other organizations with vested interests.

The nature, scope, and frequency of stakeholder engagement will align with the project's scale and its potential risks and impacts. As the effects on specific stakeholder groups increase, or as a stakeholder's influence on the project expands, engagement efforts will become more frequent and in-depth. All activities will employ culturally sensitive methods tailored to the unique characteristics and preferences of each group.

The stakeholder identification process revealed several groups with direct or indirect interests in the SURDHT, categorized as follows:
- **Affected Parties**: Individuals, groups, and entities within the Project Area of Influence (AoI) who are directly or indirectly impacted, positively or negatively, by the project. This includes district local authorities, IDPs, and vulnerable host communities in targeted IDP sites, as well as technical institutions aimed at capacity building. These parties need to be closely engaged in project design and impact assessment;
- **Other Interested Parties**: Individuals or groups that have an interest in the project and the potential to influence its outcomes. While they may not experience direct impacts, their interests may be perceived as affected. In the context of the SURDHT, this includes Civil Society Organizations (CSOs), United Nations agencies, and International Non-Governmental Organizations (INGOs) supporting durable solutions in Doolow; and
- **Disadvantaged and Vulnerable Groups**: Individuals who may be disproportionately impacted or further disadvantaged by the project compared to other groups. Special efforts are needed to ensure their equal representation in consultation and decision-making processes. Identified vulnerable groups include female-headed households, people with disabilities (PWDs), and the elderly.
- According to AfDB OS10, Vulnerable refers to those who may be more likely to be adversely affected by the project impacts and/or more limited than others in their ability to take advantage of a project's benefits. Such an individual/group is also more likely to be excluded from or unable to participate fully in the mainstream consultation process and, as such, may require specific measures and/or assistance to do so. Depending on the specific context of the project, vulnerable groups may include, amongst others, female-headed households, the landless, the elderly, youth and children, persons with disabilities, groups who are marginalized on the basis of ethnicity, religion, language as well as sexual orientation and gender identity, and highly vulnerable rural minorities including groups referred to as Indigenous peoples in some contexts. Vulnerability is not an inherent characteristic of people and does not occur in a vacuum. Women, for instance, are not inherently more vulnerable than men. Still, discrimination, entrenched social roles and attitudes, poverty, and lack of access to decision-making can weaken their resilience and render them vulnerable to project risk and adverse impacts. Vulnerability is thus context-specific and is to be understood through the interplay of three factors: (i) exposure to risk and adverse impacts, (ii) sensitivity to those risks and impacts, and (iii) adaptive capacity.

Other stakeholders may include the following:
- **Dependency**: Groups or individuals who are directly or indirectly dependent on the Project's activities, products, or services and associated performances (e.g., project-affected communities, their representatives, and local administrations). Project implementation may

significantly affect a given social group; in particular, it may affect the vital interests of its representatives if they are dependent on the project's ongoing operations in economic or financial terms.

- **Influence**: Groups and individuals who may be able to substantially influence project implementation or ongoing operations or can impact the Project or a stakeholder's strategic or operational decision-making (e.g., other ongoing sustainable development projects, financiers, civic organizations).
- **Liability**: Project implementation or ongoing operations may result in the proponent's legal, financial, or other liabilities to a social group.
- **Responsibility**: Groups or individuals to whom the Project has or in the future may have legal, commercial, operational, or ethical/moral responsibilities (e.g., project-affected communities, project financers (AfDB).
- **Diverse Perspectives**: Groups and individuals whose different views can lead to a new understanding of the situation and the identification of opportunities for action that may not otherwise occur (e.g., development partners, environmental and human rights groups).
- **Legitimacy**: Groups and individuals who can legitimately claim to represent certain interests, including the interests of the voiceless, such as disadvantaged and marginalized groups, future generations, and the environment.
- **Representation**: A social group may have a right to represent interests regarding a project or ongoing operations, and this right is legitimated through legislation, custom, and/or cultural specifics.
- **Expressed interest**: a social group and/or individual may express interest in a project or ongoing operations, and this group is not necessarily directly affected by the planned or current activities.

By following this structured approach to stakeholder identification and engagement, the SURDHT can effectively address the needs and concerns of all relevant parties, leading to more inclusive and sustainable outcomes.

4.2 Stakeholders mapping and analysis

The construction and operation of the SURDHT in Doolow Project involves several key stakeholders. It ranges from the IDPs and local communities that are directly affected by the project to those that have interests in the project and those who have the potential to influence the outcomes of the project. Some stakeholders identified and consulted during the ESIA and SEP preparation processes are project-affected communities at the Federal, State, District and Local levels. However, existing levels of public consultations, as well as the processes of stakeholder analysis and identification, are neither systematic nor comprehensive enough to warrant the proper stakeholder engagement processes that the project would require over the next several years of implementation and operation.

Therefore, based on the level of stakeholders' identification during the ESIA and SEP and additional review of their relevance to, interests in, and influence over the project, more comprehensive and expanded stakeholder groups are identified and briefly discussed in this SEP. It should be made clear from the beginning that the listing of stakeholders identified at the moment is neither exhaustive nor is it final. Rather, it is an activity in progress, and it needs to be refined further through additional reviews, interviews, and analysis of stakeholders' potential roles and responsibilities as well as interests in and influence over the operations of the Project.

The type of stakeholders who may be directly or indirectly, positively or negatively affect or be

affected by the outcomes of the proposed SURDHT in Doolow project is generally categorized as:

- Primary stakeholders are the beneficiaries of a development intervention or those directly affected (positively or negatively) by it. This includes the IDPs and their families, individuals and community-based organizations in the project area, particularly poor and vulnerable groups such as women, the youth, the elderly, children, and elderly-headed households, implementing agencies (MoPIEP/UNHCR, Contractors, Consultants, etc.)
- Secondary stakeholders are those who influence a development intervention or are indirectly affected by it. They include the government, line ministries, project staff, local governments, local private business owners, civil society organizations, nongovernmental organizations, private sector firms, public utilities, the AfDB, and other development agencies etc. It is important to engage external stakeholders by organizing meetings, workshops, and trainings, keeping them informed, and telling them how the project activities will be carried out. Their concerns, feelings and ideas can be useful in the entire life of the project.

The following is a broad categorization and brief description of various stakeholder groups that are deemed crucially important for the successful implementation of the proposed SURDHT in Doolow project and its various components, including community development and environmental management, etc.:

a) **The IDPs/Local Communities**: This group of stakeholders comprises project-affected persons, their community organizations, and representatives. The members of the IDPs/project-affected communities constitute primary stakeholders because they are communities whose lives and livelihoods are directly affected by the proposed SURDHT in Doolow project and hence, they are not only beneficiaries of the forthcoming mitigation measures and community development projects but also the ultimate owners of the initiatives. Therefore, as beneficiaries and owners of the initiatives, IDPs/local communities and their representatives are major contributors to the planning and implementation of the proposed community development initiatives. This can be achieved by ensuring their active participation and consultation, disclosing all information that matters to them, using appropriate communication channels, and engaging them throughout the construction phase of the project and beyond.

b) **Local Administrations**: In this case, the Doolow district and a local administration represent the Doolow district administrations. This group of stakeholders is key to the success of the main project as well as its various components like the realization of several mitigation measures and community development sub-projects proposed in the projects' ESIA. The importance of local administrations emanates not only from the strategic position (close to the Project and project-affected communities) but mainly as they are the ultimate units for administration, planning, and implementation of all development efforts in their jurisdictions.

c) **Project Sponsor:** Naturally, as a champion or sponsor of the main project, MoPIED/UNHCR is the primary stakeholder of the SURDHT in Doolow Project. As a champion, the MoPIED/UNHCR is responsible not only for financing but also for ensuring the realization of the upcoming mitigation and enhancement measures as well as community development projects. The MoPIED/UNHCR is well-equipped in terms of its internal organization to manage social and environmental issues involved in urban planning and development projects. For example, in response to the federal and Jubaland state environmental regulations as well as increasingly stringent requirements of international lending institutions to comply with their social and environmental safeguard policies and guidelines.

d) **Key Government Agencies**: Key government agencies that can have an interest in and or

influence the realization of the proposed SURDHT in Doolow project are many and some of the most important agencies with direct relevance to the Project include the Partners, sectoral ministries such as Ministry of Planning Investment and Economic Development, Ministry of Agriculture and irrigation, and other relevant government sectoral ministries etc. It is believed that these agencies, among others, have something to either contribute to or benefit from (or both) the project. Hence, they can influence the way the project and its various components are implemented. Therefore, the project needs to engage with all of these agencies, as and where required, at different stages in the project life cycle.

e) **Vulnerable Individuals**: Vulnerable stakeholders are considered groups that are likely to experience impacts differently from mainstream society due to their marginalized and/or disadvantaged status and have differential needs and priorities when it comes to participation in engagement and consultation activities.

f) **Non-Governmental Organizations (NGOs) and Civil Society Organizations (CSOs)**: Several local and international NGOs and CSOs have a certain interest in and influence over the project and its social and environmental impacts, adverse or otherwise. In fact, all NGOs and CSOs actively operating in the project influence area constitute important stakeholders.

g) **Media**: Media outlets, including Government of Somalia (GoS) television channels, local FM radio stations, print media, and online platforms, are vital to the project. They facilitate information disclosure, provide news coverage, and develop educational programs for local communities impacted by the project. Appropriate media will be strategically identified to effectively communicate key issues to all stakeholders.

Table 4.1 below outlines the interests and potential influence of each stakeholder identified during the planning phase, taking into account their mandates, involvement, resources, and impact on project development, planning, and decision-making. This identification process will be ongoing throughout the project's implementation, as engaging stakeholders in all phases of the project lifecycle is crucial. Consequently, some stakeholders may be identified while others may become less relevant as the project progresses.

Table 4.1: Stakeholders mapping and analysis for the SURDHT

Stakeholder Group	Nature of interest in the project	Significance of influence	Significance of interest
Project-affected parties			
IDPs and vulnerable host communities	Meaningful community engagement in the project decisions, which encompasses identifying priority needs related to shelter, livelihoods, roads, drainage, and project site selection. Active involvement in project implementation. Maximize benefits from the project activities to enhance resilience to climate hazards. Desire for minimal interreference in the formation of community grievance committee's at IDP camp level. Advocate for the provision of skills training to empower community member and enhance their employability within the project. Prioritizing IDPs and vulnerable host communities in employment opportunities	High	High

Stakeholder Group	Nature of interest in the project	Significance of influence	Significance of interest
	from project activities, such as construction work, security roles, and jobs for youth, men and women.		
Doolow Local Government	Seek active participation in project decisions, including identifying priority needs for shelter solutions, infrastructure upgrades, and project site selections. Formalizing land tenure and certifying land ownership. Support GRC and PIU in resolving grievances, concerns, and conflicts. Ensuring smooth facilitation of project activities, including providing security when necessary. Enhance district development plans and strategies. Desire to improve collaboration with local organizations and implementing partners. Local communities and local authority staff be trained to effectively perform their roles and responsibilities at all levels. Collecting baseline, progress, and endline data on the project at the district level is essential for monitoring and evaluation.	High	High
Ministry of Planning, Investment and Economic Development (MoPIED) officials and staff at the Federal Government level	Actively involve with partners in all aspects of the project, from design through the entire project cycle. Enhance staff capacity to effectively coordinate project activities. Ensure the legitimacy of the government through community benefits from the project. Ensure compliance of relevant legal, policy, and administrative measures to strengthen resilience of displaced persons and vulnerable host communities. Lead coordination among the federal and state level with mutual respect for the integrity of each level of government. Adhere to engagement principles during consultation across various levels. Manage potential environmental and social risks, as well as community health and safety issues. Capacitate local authorities and organization in delivering project objectives.	High	High

Stakeholder Group	Nature of interest in the project	Significance of influence	Significance of interest
Ministry of Agriculture and Irrigation (MoAI) at the Federal Government level	Increase agricultural production through improved irrigation systems to ensure a stale food supply for the local communities. Reduce the risks of food shortages during droughts and dry seasons. Empowerment of smallholder farmers, particularly women and youth by enhancing their access to irrigation systems, enabling them to expand farming activities and improve livelihoods. Ensure water resource management through better irrigation mechanisms.	High	High
Ministries/government institutions responsible for Planning, Agriculture, Public Works at Jubaland State Level	Engagement with line ministries of the Federal Government of Somalia (FGS) will be formal and structured throughout all phases of project design and implementation. Staff capacity will be enhanced to ensure effective project delivery. Increase government legitimacy through communities' benefits from the project. Ensure legal, policy, and administrative measures at the state level will be aligned with project objectives. Coordination with local authorities will be conducted transparently and accountably. Principles of engagement will be upheld in all community consultations. Manage potential environmental and social risks, as well as ensure community health and safety.	High	High
UN agencies and International Partners	Leverage the technical expertise and insights gained from the project. Share lessons learned from their own experiences to enhance project outcomes. Promote the development of improved policies and strategies supported by the project. Coordinate development efforts to create synergy and avoid duplication of initiatives. Facilitate community engagement to ensure local needs are addressed. Implement capacity-building activities to empower local stakeholders. Monitor and evaluate project impact to ensure alignment with community goals.	High	High
Other Interested parties			

Stakeholder Group	Nature of interest in the project	Significance of influence	Significance of interest
CSOs and NGOs actively operating in the district involved in durable solutions project.	Receive timely information about the project and provide feedback, particularly concerning overlapping issues. Uphold inclusive engagement principles throughout the community consultation process. Share their knowledge of the project sites, locations and communities to benefit the project. Gain new skills and lessons on technical issues throughout the project.	Medium	Medium
Private Sector, including contractors	Award contracts to deliver SURDHT activities and/or provide services for the project. Fair and transparent tending process for all works and service contracts Effectively manage potential environmental and social risks, as well as ensure community health and safety. Demonstrate ability to deliver project outcomes.	Medium	Medium
Disadvantaged Groups			
Women, youth and older persons	Active engagement and empowerment throughout the project. Address the unique needs and contributions of women, youth and older persons. Give opportunities for participation for women and youth groups in all project activities. Consider their view and voices into decision-making processes to enhance project outcomes.	Low	High
People living with disabilities (PLWD)	Acknowledge the challenges faced by PLWD in accessing project information. Actively involve PLWD in project's decision-making processes. Address the priority needs of PLWD as part of the target communities.	Low	High

4.3 Stakeholder Engagement Principles

Stakeholder analysis provides insights into the perceptions, interests, needs, and influence of various actors on the project. It is essential to identify suitable consultation methods for each stakeholder throughout the project lifecycle. To adhere to best practice standards, the project will implement the following principles for effective stakeholder engagement.

- **Openness and Lifecycle Approach**: Public consultations will occur throughout the entire project lifecycle, from preparation to implementation, ensuring that stakeholder engagement remains free from manipulation, interference, coercion, or intimidation.
- **Informed Participation and Feedback**: Comprehensive information will be distributed to all stakeholders in accessible formats. Engagement will rely on timely, relevant, and

understandable information, providing opportunities for stakeholders to voice concerns and ensuring their feedback is integrated into decision-making processes.

- **Inclusivity and Sensitivity**: A robust stakeholder identification process will facilitate better communication and foster effective relationships. The participation process will emphasize inclusivity, encouraging broad engagement in consultations. Equal access to information will be guaranteed for all stakeholders, with a particular focus on the needs of vulnerable and disadvantaged groups, while respecting cultural sensitivities.

CHAPTER 5: STAKEHOLDER'S ENGAGEMENT PLAN

5.1 Introduction

During the preparation of the Stakeholder Engagement Plan (SEP), consultations were held with a range of stakeholders, including Doolow Local Government, MoPIED, UN agencies, CSOs, and IDPs and host communities' members. The main objectives of these consultations were to:

- Identify key stakeholders involved in the project, along with their interests and perspectives on shelter solutions and infrastructure upgrading works of project sites.
- Evaluate the potential impacts of the project on local users.
- Offer guidance on the technical design of the project and its various components.

The consultation meetings brought together stakeholders, allowing them to express their investment priorities and voice their concerns, among other topics. Moving forward, stakeholder engagement will play a crucial role in ensuring that all relevant issues are addressed and that every stakeholder has the opportunity to share their views. To achieve this, a range of engagement techniques will be employed to build relationships with stakeholders, gather information, consult with them, and effectively disseminate project information.

5.2 Steps for Effective Stakeholder Engagement Procedure

When selecting an appropriate consultation technique, it's crucial to consider culturally relevant methods and the specific objectives for engaging each stakeholder group. Before any engagement event, the following steps will be undertaken:

- Develop tailored "question and answer" sheets for different stakeholder types, focusing on common issues raised in previous consultations.
- Collaborate with Project Implementation Units, district officials, consultants, and contractors to plan and design engagement actions.
- Clearly define the roles of all parties involved in the engagement activities.
- Identify the individual or group stakeholders to be engaged.
- Select the methods for engagement and information disclosure, taking into account format, language, and timing.
- Determine the location and timing of engagement activities for IDPs and vulnerable host communities, avoiding busy work hours or periods when special events are occurring.
- Establish mechanisms to encourage stakeholder attendance at these activities, if needed.
- Identify and implement feedback mechanisms to gather stakeholder responses effectively.

After completing the preparatory steps mentioned above, a range of engagement methods and techniques will be implemented. Many of these techniques were previously used during the preparation of the Stakeholder Engagement Plan (SEP), and Environmental and Social Impact Assessment (ESIA), and they will be applied again throughout the project implementation phase.

5.3 Engagement Techniques

The techniques used in preparing the SEP, and ESIA, will be applied and expanded to incorporate additional methods throughout the entire project cycle. These techniques are detailed in the table below:

Table 5.1:takeholder consultation methods used for the preparation of the SEP and ESIA

Engagement Technique	Proper application of the technique
Formal meetings	Provide project information to stakeholder groups. Facilitate opportunities for groups to express their comments, opinions, and perspectives. Cultivate professional relationships with senior stakeholders. Effectively communicate technical information. Capture and document discussions for future reference.
Public meetings	Communicate project information to a broad audience of stakeholders, particularly IDPs and host communities' members. Encourage the group to express their thoughts and opinions. Build strong relationships with communities, especially those that are impacted and vulnerable or disadvantaged. Provide clear, non-technical information to stakeholders. Organize meetings using presentations, PowerPoint slides, posters, and other visual aids. Capture and document discussions, comments, and questions for future reference.
One-on-one meetings	Solicit views and opinions from stakeholders. Create an environment where stakeholders can openly discuss sensitive issues. Foster personal relationships with stakeholders. Document meetings for future reference.
Emails, phone calls, text messages	Share information with government officials in ministries and agencies, UN agencies, local government, and NGOs. Invite stakeholders to meetings and ensure appropriate follow-up.
Focus group meetings	Convey project information to a group of stakeholders. Invite stakeholders to express their perspectives on targeted baseline information. Cultivate relationships with community members. Capture responses for future reference.
Surveys	Collect opinions and perspectives from individual stakeholders. Collect baseline data. Document the collected data. Create a baseline database for monitoring impacts.

After identifying stakeholders and their roles in the project, as well as the engagement methods, Table 6 outlines the SEP. A diverse range of communication channels will be employed to share information and gather feedback from stakeholders regarding project activities. These channels will include correspondences (such as phone calls, emails, and text messages), one-on-one meetings, and group or focus meetings (IDP sites, etc.), along with public meetings.

Moreover, the project will utilize workshops, surveys, and direct communication with IDPs and vulnerable host communities anticipated to benefit the sub-project activities. The timing for stakeholder engagement and the information to be conveyed are detailed in the table below.

Overall, stakeholder engagement will occur before, during, and after the project construction phase. Depending on the stakeholder category, the information shared will address project components, activities, opportunities, challenges, progress, impacts, and enhancement and mitigation measures.

Table 5.2: Stakeholder consultation levels and engagement process

Stakeholder group	Communication techniques	Timing	Information to Share and Collect
Ministries and government agencies at Federal, State, and Local Level	Email/telephone, text messaging One-one-meetings Formal meetings and workshops	Throughout the project	Information on the project components and team mobilization for harmonized approach on implementation. Updates on work progress, achievements, and challenges.
IDPs and vulnerable host communities	Public meetings Focus group meetings Audi-visual presentations Postures, Interviews	Prior to project commencement and throughout the construction phase	Providing information on project job opportunities while gathering feedback from the local communities. Collect insights and concerns from vulnerable groups on a monthly basis.
CSOs and NGOs	Email, phone calls, text messages One-one-interviews Focus group meetings Meeting and workshops	Prior to project commencement and throughout the construction phase	Providing information on project opportunities and gathering feedback from CSOs and NGOs
Private sector	Phone calls, email, text messages Workshops Focus group meetings Surveys	Prior to project commencement and throughout the construction phase	Job opportunities related to the project and discussions on project risks and practical solutions. Consultations on project achievements, challenges and solutions
UN agencies and development partners	Formal meetings Workshops Meetings Trainings	Prior to project commencement and throughout the construction phase	Providing information on project components, activities, risks and mitigation measures.

CHAPTER 6: STAKEHOLDER ENGAGEMENT ACTIVITIES FOR THE SURDHT IN DOOLOW

6.1 Introduction

This section details the stakeholder engagement activities that have been undertaken and those that will continue throughout the project's various phases: preparation/design, construction, and operation. It emphasizes a commitment to sustained collaboration with stakeholders to ensure their insights and concerns are integrated into each stage of the project.

6.2 Stakeholder Engagement in the development of E&S Instruments (Preparation Phase)

During the preparation of ESIA, stakeholder consultations were conducted by the respective teams. Engaged stakeholders included Doolow Local Government Authority, IDPs and vulnerable host communities, CSOs, local NGOs, and associations representing women. Additionally, representatives from federal and state government key institutions, including the MoPIED, Ministry of Environment and Climate Change (MoECC), Ministry of Public Works, Ministry of Agriculture, and Durable Solutions Technical Working Group (DSTWG) were actively involved.

Public consultations were held in October 10 - 19, 2024 along the visit of project location sites and comprised three distinct phases:

- **Phase One**: One-on-one interviews, often described as Key Informant Interviews (KIIs), were carried out with key stakeholders, including UNHCR, MoPIED, MoECC, and Doolow Local Government. This engagement facilitated personalized involvement and deeper insights about the project;
- **Phase Two**: Public consultation meetings were conducted to inform representatives from the four IDP sites and vulnerable communities about the ESIA and SEP processes, ensuring they understood the objectives and implications;
- **Phase Three**: DSTWG meeting was organized, bringing UN agencies, INGOs, CSOs together to exchange information about the assessment, ensuring accuracy and transparency in the process.

These consultations provided stakeholders with a crucial platform to voice challenges related to housing conditions, identify community infrastructure gaps, and raise other issues that might arise from the project's implementation. The insights gained from these engagements are expected to enhance the project's responsiveness and effectiveness, promoting better outcomes for all stakeholders involved.

Table 0.1: Public consultation meetings during preparation/design phase

No.	Date	Meeting Venue	Participants description	Number of Participants attended	Meeting Time
1	October 16, 2024	Kabasa IDP Camp Community Centre	IDPs and vulnerable host community representatives, including people living with disability, elders, etc	45 persons (**27 female**)	08:40–10:00am
2	October 17, 2024	Ladan IDP Camp Community Hall	IDPs and vulnerable host community representatives,	50 persons (**28 female**)	09:10–10:20am

			including people living with disability, elders, etc		
3	October 17, 2024	Qansaxley IDP Camp Community Hall	IDPs and vulnerable host community representatives, including people living with disability, elders, etc	50 persons (**24 female**)	10:00–11:30am
4	October 19, 2024	Kaharey IDP Camp Community Hall	IDPs and vulnerable host community representatives, including people living with disability, elders, etc	35 persons (**19 female**)	08:05–09:10am
Total participants engaged in public consultations				**180 persons (98 female)**	

Table 0.2: Focus Group Discussions for IDPs and vulnerable host communities

No	Project Sites	Number of Participants Attended			Date
		Female	**Male**	**Total**	
1	Kabasa IDP Camp	4	6	10	October 15, 2024
2	Ladan IDP Camp	3	7	10	October 16, 2024
3	Qansaxley IDP Camp	4	7	11	October 17, 2024
4	Kaharey IDP Camp	3	8	11	October 19, 2024
Total participants attended in FGDs		**14**	**28**	**42**	

Table 6.3:0 Formal Meeting with Durable Solution Technical Working Group (DSTG) in Doolow

Group of Stakeholders	Time	Date	Venue
UNHCR, WFP, IOM, NRC, OCHA, Jubaland Ministry of Public Works and Housing, Doolow Local Government, Juba Foundation, SEDHURO, CEDA, and NAPAD	11:00 – 12:00pm	October 16, 2024	WFP Compound
Total participants: 16 persons (2 female)			

6.2.1 View and concerns from stakeholders in the development of the ESIA

During stakeholder participation, IDPs and host communities engaged with in order to share their perceptions of the project. Overall, feedback from stakeholders indicated a positive outlook, as summarized in the table below. They emphasized that the project is expected to address critical issues such as housing conditions, improve access to services, and enhance living standards in Doolow town. Additionally, they expressed that the project would likely increase farming opportunities and transform the lives and livelihoods of the IDPs and poor host communities in Doolow town.

However, several concerns were raised by stakeholders, including the potential environmental and social impact such as division among the IDPs and host communities in case some households feel their needs are not met, soil erosion due to land clearing and site preparation, increase in solid waste generation, occurrence of GBV cases. The table below presents a Stakeholder Engagement Plan that incorporates the views and concerns expressed by stakeholders during the preparation of the ESIA and SEP.

Table 6.4: Summary of expected benefits and issues raised by stakeholders from SURDHT implementation

No	Subject	Question	Response
1	Project awareness	What do you know about the project?	The community is aware that the project aims to provide safer and more stable shelter and other infrastructure facilities for IDPs living in Doolow, helping to protect them from harsh weather and improve their overall living conditions.
		How do you believe this project will impact the community?	Community members believe the project will offer much-needed security and stability. By providing structured shelter, it may reduce health risks and improve general well-being, especially for vulnerable groups like children and the elderly.
2	Environmental Concern	What environmental issues do you think could arise from the project	There is concern about potential deforestation if trees are cleared for construction, soil erosion, and increased waste due to the influx of people. The community is also wary about water resource depletion as demand rises.
		Are there any specific areas in Doolow that you feel should be protected?	Key areas that should be protected include water sources, which are vital for both people and livestock, and areas with significant vegetation that could prevent erosion and contribute to local biodiversity.
		How do you perceive the impact of the project on local resources (e.g., water, land, trees)?	Community members worry that the project might increase pressure on limited water sources, reduce grazing lands, and lead to the depletion of nearby trees, which are used for fuel and shade.
3	Social impact	What social challenges do you foresee arising from the project?	Possible challenges include tension between the IDP and host communities over resource allocation. Additionally, increased population density could lead to conflicts if services and resources are insufficient for both communities.
		How might the project affect local livelihoods or employment opportunities?	The construction phase might offer short-term employment opportunities. However, locals worry about potential competition for jobs and resources post-construction, as new residents may impact the local economy.
		Do you have concerns about how the project might affect community dynamics?	Yes, there is concern that the project could create divisions if some groups feel their needs are not met. Ensuring fair access to resources and

No	Subject	Question	Response
			addressing any grievances early on will be essential to maintaining harmony.
4	Community Involvement	How do you feel about the level of community involvement in the project planning?	Many feel their involvement in the planning phase has been limited. They would like more input, particularly in decisions that impact local resources and land use, to ensure the project respects their needs.
		What methods of engagement would you prefer for ongoing communication?	Community members would prefer regular meetings, a contact person within the project team, and updates through radio broadcasts, as not everyone has access to phones or the internet.
5	Mitigation measures	What suggestions do you have for mitigating negative impacts?	Suggestions include implementing water-saving techniques, replanting trees to replace any that are removed, and managing waste carefully to prevent pollution. Building structures that blend into the environment may also help reduce visual and ecological impacts.
		Are there any specific needs or priorities that should be addressed in the project?	Priorities include clean water access, sanitation facilities, and safe spaces for children. Additionally, providing health services and educational opportunities would help the community thrive.
6	Benefits of the Project	What positive outcomes do you anticipate from the project?	Anticipated benefits include improved safety, health, and protection from weather elements. The shelters could also provide a sense of stability that helps IDPs focus on rebuilding their lives.
		How can the project contribute to improving living conditions for IDPs?	By offering secure housing and access to sanitation, the project can reduce health risks and provide a foundation for community members to pursue work or education, improving their long-term prospects.
7	Additional information	Is there anything else you would like to share regarding the project or its impact?	The community encourages continuous consultation throughout the project to ensure alignment with their needs and preferences. They also suggest setting up a system for residents to voice concerns or offer feedback.
		What questions do you have about the project or the ESIA process?	How will resources be managed to prevent shortages? What steps will be taken to ensure environmental protection? And will there be long-term maintenance and support for the shelters? The ESIA team responded the question asked by the participants by revealing identification and implementation of appropriate mitigation measures on impacts, collaboration and resource mobilization actions will be initiated to protect

No	Subject	Question	Response
			the environment, resources and sustain the project outcomes.

Table 0.5: Minutes of Durable Solution Technical Working Group Meeting

Agenda item	Main discussion points	Action points
Welcome and introduction	The Chairperson warmly welcomed all the participants to the monthly Durable Solution Working Group meeting. In brief, outlined the primary objective of the meeting, to foster collaboration among NGO, LNGO and Government to advance durable solutions to host community and internal displaced person (IDPs) within Doolow. The meetings served as a platform to share insights, identify critical gaps, and needs and collectively contribute to finding sustainable solutions for HC and IDPs. The chairperson emphasized the importance of strengthened cooperation and shared responsibilities among all partners in addressing the complex challenges faced by all IDPs. Hoping the meeting will yield valuable outcomes and contribute to ongoing efforts to provide durable solution and improve lives of the IDPs in Doolow Somalia.	
Review of Previous Meeting's Action Points	IOM-CCCM to update the DSWG on the status of the Household registration of targeted AfDB project-IOM is working data collection methodology in collaboration with UN-Habitat. The decision on whether to obtain house data from local authorities or conduct a census will be finalized-ongoing. Update of the AfDB project to DSWG-Done	Household registration of the targeted AfDB IDP sites: data Collection methodology and completion to be updated by IOM
Presentation of the AfDB project/ Appraisal Meeting Outcomes and Progress - Manju (20Min)	The UNHCR Doolow Head of Field Unit presented a comprehensive overview of the African Development Bank (AfDB) project to the Durable Solutions Working Group (DSWG) partners and newly attending stakeholders. The presentation provided an in-depth understanding of the project's objectives, scope, targeted locations, and anticipated timeline for implementation, which is expected to commence in early 2025. A key focus of the AfDB project is to reinforce the resilience of both the host community and internally displaced persons (IDPs) in Doolow. The presentation highlighted the project's scope, encompassing various activities aimed at enhancing the capacity of communities to cope with displacement-related challenges and build sustainable livelihoods.	AfDB Project Update: UNHCR will provide an update on the progress of the AfDB project, including any changes or challenges encountered.

Agenda item	Main discussion points	Action points
	The targeted locations for the project were clearly outlined, identifying specific areas where the intervention would be implemented. Furthermore, the presentation delved into the project's objectives, emphasizing the goal of providing comprehensive support to IDPs and host communities, including Community-based approach for data collection, Gender equality, women's empowerment, and youth leadership, Climate change adaptation and mitigation for sustainable livelihoods. The presentation also shed light on the diverse range of stakeholders involved in the project's implementation. This includes five UN organization, UNHCR organizations, IOM, UN HABITAT, FAO and UN Women, local communities, and other relevant actors. The collaborative approach underscores the commitment to a multi-faceted response that addresses the complex needs of IDPs and host communities. The presentation provided a valuable overview of the AfDB project, equipping participants with a clear understanding of its goals, scope, and implementation strategy. This information will be instrumental in fostering effective collaboration and ensuring the successful delivery of the project's objectives.	
Presentation of the ESIA kick-off-Consultant - Faisal (15Min)	The UNHCR Doolow Head of field unit welcomed the new consultant tasked with conducting an Environmental and Social Impact Assessment (ESIA) as a prerequisite for the implementation African Development Bank (AfDB) project. The consultant presented a comprehensive overview of the ESIA, outlining its objectives, importance, methodology, and stakeholder engagement processes. The consultant emphasized the significance of the ESIA in ensuring that the AfDB project is environmentally sustainable and socially responsible. He highlighted the various meetings conducted with local authorities, UNHCR staff, community leaders, and IDP members to gather valuable insights and perspectives. The data collection phase is currently ongoing, and a preliminary report is expected to be shared with UNHCR by the end of October. The consultant further elaborated on the timeline for the ESIA process. He indicated that the final report will be completed by November 29th and will subsequently be	ESIA Survey Completion and Draft Report: The ESIA consultant will finalize the draft report and share it with UNHCR by 30th October,2024

Agenda item	Main discussion points	Action points
	presented to the AfDB committee for review and approval. This collaborative approach ensures that the ESIA process is thorough and transparent, incorporating the valuable contributions of all stakeholders involved.	
Presentation of Jubaland Shelter Typology Strategy - DG Ministry of Public Works and Housing (20 Min)	The Director General of the Ministry of Public Works and Housing presented the Jubaland Shelter Policy to the meeting participants. The strategy outlined the government's approach to addressing shelter needs in Jubaland, with a particular focus on land allocation and shelter design.

A key component of the policy is the emphasis on land allocation for each housing unit. The strategy specifies that each household should be allocated a plot size of 20 meters by 20 meters. Additionally, the policy recommends that shelter units be designed to accommodate extended families, with two houses per family unit, along with latrines and demarcated compounds. This approach aims to address the unique needs and living arrangements of families in Jubaland.

The Director General also shared insights from recent field visits, highlighting some of the shortcomings observed in existing shelter types. These observations will be valuable in refining the shelter policy and ensuring that future shelter initiatives are more effective and responsive to the needs of the population.

Furthermore, the Director General outlined key priority areas where partners can provide support to the government's shelter efforts. He emphasized the importance of adhering to the Jubaland shelter typology, ensuring consistency and coherence in shelter design and implementation across the region.

Generally, the presentation provided a comprehensive overview of the Jubaland Shelter Policy, outlining the government's vision for addressing shelter needs and seeking the collaboration of partners in its implementation. By adhering to the policy guidelines and working together, stakeholders was emphasized by the DG to contribute the development of sustainable and inclusive shelter solutions for the people of Jubaland. | |

Agenda item	Main discussion points	Action points
AOB	The participants requested the presentation to be shared with them for further familiarization.	Meeting Minutes and Presentation Slides: The meeting minutes and presentation slides will be shared with all participants.

6.3 Stakeholder engagement during project implementation (construction phase) and the Stakeholder Participation Register

6.3.1 Stakeholders consultation during construction phase

The project construction phase involves the physical implementation of activities, including the construction of shelters, classrooms, health centers, roads, and drainage systems. Additionally, it includes the installation of irrigation canals and capacity-building initiatives through training sessions, as well as data collection to support informed decision-making for planned project interventions.

During this phase, stakeholders will be informed about the objectives and nature of the construction activities to ensure transparency and understanding of the project interventions. Recruitment and procurement procedures will be publicly disclosed to maintain accountability and fairness in hiring and sourcing. Regular progress reports will provide updates on project achievements, fostering transparency and accountability. Information regarding potential disturbances such as dust, noise, and water utility disruptions will also be communicated to prepare stakeholders for any environmental and social impacts. Additionally, the ESMP and other relevant documents will be shared and made accessible to stakeholders.

Table 0.6: Stakeholders engagement activity schedule for the Project Construction Phase

No.	Expected consultation subjects	Stakeholders	Timeframe
1	Information disclosure on project objectives, goals, activities, outcomes, and timelines	MoPIED, UNHCR, FAO, UN Habitat, UN Women, Doolow Local Government, IDPs and vulnerable host communities, Contractor/s, Supervision Consultant, etc	The first quarter of 2025
2	Information on environmental, health, and social impacts and mitigation measures	MoPIED, UNHCR, FAO, UN Habitat, UN Women, Doolow Local Government, IDPs and vulnerable host communities, Contractor/s, Supervision Consultant, etc	Throughout the construction phase (2025/27)
3	Information on complaint and feedback mechanism	MoPIED, UNHCR, FAO, UN Habitat, UN Women, IOM, Doolow Local Government, IDPs and vulnerable host communities, Contractor/s, Supervision Consultant, etc	Throughout the construction phase (2025/27)

4	Information on monitoring and reporting	MoPIED, UNHCR, FAO, IOM, UN Habitat, UN Women, Doolow Local Government, IDPs and vulnerable host communities, Contractor/s, Supervision Consultant, etc	Throughout the construction phase (2025/27)
5	Information on capacity building opportunities	MoPIED, UNHCR, FAO, UN Habitat, UN Women, Doolow Local Government, IDPs and vulnerable host communities, Contractor/s, Supervision Consultant, etc	Throughout the construction phase (2025/27)

6.3.2 Stakeholder Participation Register

The FGS, through the MoPIED, will maintain a comprehensive stakeholder register in close collaboration with UNHCR. This register will systematically document all stakeholders, including their contact information, engagement dates, comments on raised issues, responses received, and any required follow-up actions. A sample of this stakeholder register is provided in Annex 1 for reference.

6.3.3 Approval and Public Disclosure of the SEP

The SEP will be approved and authorized by the AfDB and subsequently disclosed in a manner that is culturally sensitive. It will also be made available on the AfDB website. The disclosure will take place through the following methods:

– **Workshops**: Workshops will be organized for representatives of various stakeholders, including government institutions across all levels, IDPs and vulnerable communities, NGOs, CSOs, the private sector, and UN and development partners. These sessions will focus on discussing the SEP, outlining its procedures, proposed mitigation strategies, and the GRM.
– **Online Disclosure**: The SEP will be made available on the website of the Federal MOPIED as well as the AfDB website. This ensures that stakeholders have easy access to the information and can stay informed about the project's developments.

6.4 Stakeholder consultation during Operation Phase

Following the successful completion of the SURDHT, operational and maintenance responsibilities will be transferred to the Doolow Local Government (DLG), acknowledged as a key stakeholder. The DLG will manage all routine maintenance activities for both established and rehabilitated community infrastructure. In partnership with relevant state and federal government institutions, there will be a sustained focus on monitoring these infrastructures, particularly addressing the needs of IDPs and vulnerable host communities. This comprehensive approach is designed to ensure effective management and ongoing support for the impacted IDPs and host communities.

Table 6.7: Stakeholders engagement activity schedule for the Operation Phase

No.	Expected consultation subjects	Stakeholders	Timeframe
1	Evaluation of the project in achieving its goals	Poverty Reduction and Durable Solutions Department (MoPIED), UNHCR, FAO, UN Habitat, UN Women, IOM, Doolow Local	Within three months following project completion

		Government, IDPs and vulnerable host communities, Contractor/s, Supervision Consultant, etc	
2	Discussions on planning sustainability strategies for maintaining project benefits over the long term	MoPIED, UNHCR, UN Habitat FAO, UN Women, IOM Doolow Local Government, IDPs and vulnerable host communities, Contractor/s, Supervision Consultant, etc	Within six months following project completion.

CHAPTER 7: COMPLAINT AND FEEDBACK MECHANISM/GRIEVANCES REDRESS MECHANISM

7.1 Objectives of Complaint and Feedback Mechanism/Grievance Redress Mechanism

The objective of the Complaint and Feedback Mechanism (CFM)/Grievance Redress Mechanism (GRM) is to enhance accountability and promote transparency for beneficiaries. It provides structured channels for project stakeholders to give feedback and voice grievances related to project-supported activities. By fostering transparency and accountability, the CFM/GRM seeks to mitigate the risk of unintentional negative impacts on citizens and beneficiaries while serving as crucial feedback and learning tool to improve project outcomes.

UNHCR has implemented an Accountability to Affected Populations (AAP) framework to ensure that both formal and informal communications from displaced communities and refugees directly inform protection, assistance, and solution programming throughout the project lifecycle. This framework also facilitates appropriate corrective actions by all relevant partners, promoting a culture of accountability and responsiveness.

In addition, UNHCR has established a centralized Inter-agency Complaint and Feedback Mechanism (ICFM) that is accessible nationwide. Given the investments made and the current accessibility and functionality of this mechanism, UNHCR will continue to leverage it effectively to enhance responsiveness and accountability.

The comprehensive ICFM, designed as a common service across agencies, employs a variety of tools and procedures for systematically gathering and monitoring feedback and referrals. It strengthens existing community channels and feedback mechanisms while providing technical support and resources for structured data collection and referral services.

Feedback will be collected through two main channels: a toll-free helpline at the country level and protection desks, along with suggestion and complaint boxes at the local level. Additionally, two auxiliary channels will facilitate information dissemination and issue identification: community structures and interpersonal communication at the local level, complemented by outreach teams.

7.2 Types of Grievances

All stakeholders have the right to raise complaints. This includes partners, local contractors, community members where the project is being implemented, and members of the general public regarding any aspect of project execution. Potential complaints may involve:
- Determination of project activity locations
- Fairness in contracting practices
- Allegations of fraud or corruption
- Stakeholder inclusion and engagement
- Social and environmental consequences
- Issues related to service quality
- Mismanagement or misuse of funds
- Gender-Based Violence (GBV) and Sexual Exploitation, Abuse, and Harassment (SEAH)
- Forced labor, including human trafficking and the use of prison labor
- Child labor practices
- Threats to individual or community safety

7.3 CFM/GRM Structure and Procedures

The CFM/GRM is designed to provide a fair, efficient, and transparent process for resolving project-related grievances, while operating within existing legal and cultural frameworks. According to UNHCR's ICFM, a Steering Committee (SC) composed of 12 representatives from UN agencies, international NGOs, and governmental institutions plays a crucial role in enhancing accountability. This committee ensures that feedback loops are closed and that specific clusters and sectors effectively respond to the needs of affected populations. Although, the ICFM SC is established at the federal level, it is linked to existing community structures at the local level.

Common grievances, such as noise, dust, and construction-related damage, are typically resolved on-site through adherence to the Environmental and Social Management Plan (ESMP). More complex issues, including land disputes or access misunderstandings, are handled sensitively, ensuring all complaints are addressed promptly.

Stakeholders can file grievances via forms, emails, or phone calls, with all complaints documented in a Grievance Register accessible to IDPs and vulnerable host communities at no cost. The GRC investigates and resolves issues, escalating unresolved cases to federal, state, district, or judicial levels as necessary. Emphasis is placed on amicable resolution at the earliest stage possible.

UNHCR will be responsible for addressing complaints related to land tenure, land ownership, and construction. The UNHCR Field Officers or the Head of Office based in Doolow will manage and escalate grievances as needed.

Minor complaints such as dust due to construction activities, etc are expected to be resolved within 24–48 hours at local level, minimizing delays. Regular citizen engagement meetings ensure IDPs and host communities are well-informed about grievance processes, enhancing accessibility and trust among all stakeholders.

This streamlined approach reinforces inclusivity, accountability, and timely resolution, supporting the project's commitment to effective stakeholder engagement. The comprehensive flowchart serves as a framework for effectively managing complaints, ensuring that queries are treated with the utmost seriousness and resolved in a timely manner.

Figure 0.1: Proposed CFM/GRM Structure
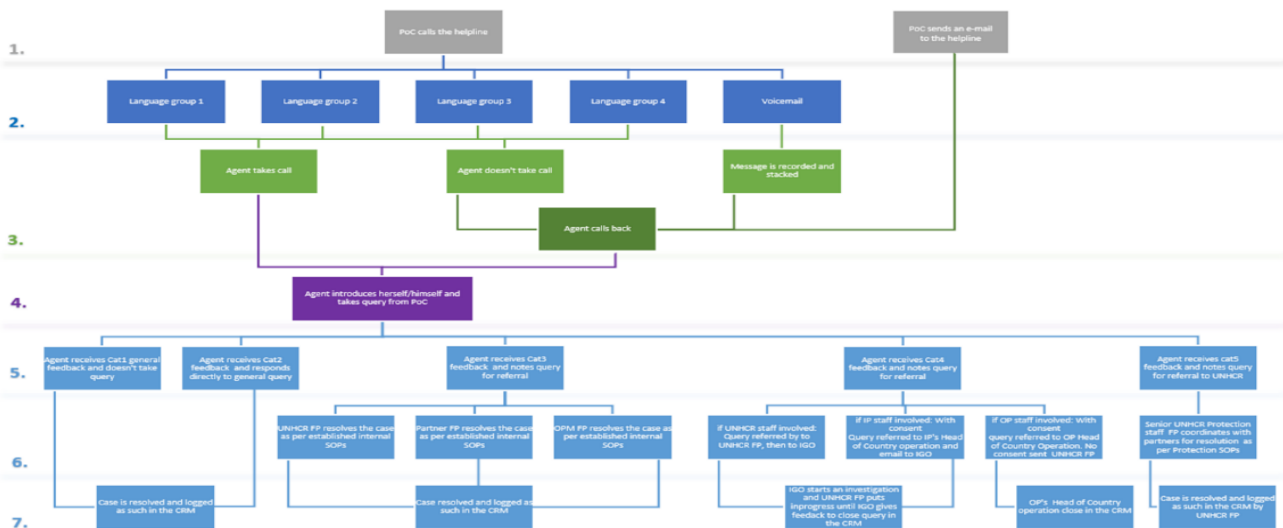
7.4 Worker GRM

The GRM for workers will be aligned with the Labor Code of Somalia (Law Number 65, adopted in 1972), which governs all aspects of labor and working conditions. This includes employment contracts, terms and conditions, remuneration, occupational health and safety (OHS), and the roles of trade unions and labor authorities. Established under the MoPIED - Project Implementation Unit (PIU), this mechanism aims to address complaints and concerns raised by workers during project implementation in a fair and transparent manner.

Direct project workers will be informed about the GRM during induction meetings, which will also include necessary training. Contracted workers will learn about the GRM through workplace meetings and notices prominently displayed at their worksites. GRCs, as part of the overall GRM framework, will specifically address grievances raised by workers. The grievance-handling procedures will be documented and made readily accessible to ensure clarity and accountability.

Dedicated worker-specific GRCs will be established based on a structured framework applicable to all contractors throughout the project. This standardized approach ensures that worker grievances are addressed promptly and consistently, in line with legal and procedural requirements, thereby fostering a safe and respectful work environment.

At the site or district level, the GRC will include the contractor's representative, a representative of local communities, the supervising firm's representative, a member of the local government authority, and a workers' representative. At the PIU level, the committee will consist of the Social and Environmental Safeguard Specialist, the Gender Specialist, the Project Coordinator, and representatives from the contractor, local government authority, supervising entity, and workers. The MoPIED - PIU will require contractors to establish and implement a grievance mechanism for all workforce members, including subcontractors, before work commences. Additionally, infrastructure upgrading contractors must develop their labor management procedures prior to the start of civil works, ensuring these include a comprehensive description of the workers' grievance mechanism.

The workers' grievance mechanism will include the following components:
Submission Procedures: Workers can submit grievances through various channels, such as comment/complaint forms, suggestion boxes, email, and a telephone hotline. Established timeframes will ensure timely responses.
- **Grievance Register**: A dedicated register will document and track the resolution of grievances efficiently.
- **Responsible GRCs**: A specific GRCs will be tasked with receiving, recording, and monitoring the resolution of grievances.
- **Oversight**: The supervising firm's safeguards staff will oversee the contractors' grievance handling, reporting their activities to the MoPIED – PIU, UNHCR and state and local government authority in monthly progress updates. The GRM Focal Point will monitor the overall process, with safeguards specialists managing the project GRM.

The grievance mechanism for direct workers will be explained during induction training for newly hired project personnel. This mechanism will be guided by the following principles:
- **Transparency**: The process will be clear, allowing workers to voice concerns and file grievances without fear.
- **Non-Discrimination**: There will be no retaliation against those who raise grievances, and all issues will be handled confidentially.

- **Equal Treatment**: Anonymous grievances will be treated with the same seriousness as those submitted with identifiable information.
- **Serious Attention**: Management will take all grievances seriously and respond promptly and appropriately.

Information about the grievance mechanism will be easily accessible to all project workers, both direct and contracted, through notice boards, suggestion boxes, and other communication methods.

To establish a safe and secure working environment, contractors must implement a grievance redress mechanism in compliance with AfDB Operational Safeguards Standards. This mechanism will engage the appropriate levels of management to ensure that worker concerns are addressed promptly. It will follow a clear and transparent process that allows for feedback without the risk of retaliation. Contractors will communicate the details of this grievance mechanism to workers during the hiring process and will ensure it remains easily accessible.

Addressing Worker Safety Issues
All grievances concerning worker safety will be managed through the following mechanism:
Supervisors and contractor's environmental and social officer will report safety concerns to both District and the PIU. The PIU must report any fatal accidents/incidents within 24 hours, while other health and safety issues will be addressed according to the measures outlined in the ESIA; and
PIU Coordinator will work to resolve these issues in line with the ESIA recommendations and comply with AfDB, federal, state, local regulations. Furthermore, PIU will engage with the OHS Officer on relevant health and safety matter.

7.5 Grievance Channel for Gender-Based Violence
Addressing Gender-Based Violence (GBV), Sexual Exploitation and Abuse (SEA), and Sexual Harassment (SH) requires timely access to high-quality, multi-sectoral services while ensuring confidentiality and informed consent for survivors. To effectively manage GBV-related issues, the guidelines set forth in the GBV Action Plan will be utilized. This document outlines an Accountability and Response Framework and identifies service providers that deliver a minimum package of essential services, including healthcare, psychosocial support, legal assistance, safe housing, and livelihood opportunities.

The successful bidder will prepare the Contractor's Environmental and Social Management Plan (C-ESMP), which will integrate elements from the GBV Action Plan. This plan will provide detailed procedures for the effective handling of GBV cases, ensuring a comprehensive response to support survivors.

7.6 Grievance Resolution Process
UNHCR has established a robust mechanism for addressing grievances that prioritizes confidentiality and direct communication. This includes UNHCR-managed protection and help desks, as well as the Camp Coordination and Camp Management (CCCM) Cluster's Site Manager Common Accountability Platform. These systems feature an accountable referral mechanism, ensuring that cases are directed to the appropriate entities or channels for prompt responses.

In addition to these face-to-face avenues, individuals can submit complaints through a secure hotline at 2772 or via email at somreportfraud@unhcr.org. This multifaceted approach guarantees that grievances are handled efficiently and with the necessary confidentiality.

It is recommended that issues be addressed at the site and district levels, as these entities are closely connected to internally displaced persons (IDPs) and host communities and play an active role in resolution processes. If a grievance remains unresolved at the site level, it can be escalated to the district level and subsequently to the Doolow Local Government Authority.

The Doolow Local Government and relevant local entities will strive to resolve issues through dialogue, negotiation, and mediation, adhering to the resolution timelines specified in Table 7.1. If these methods do not yield a resolution, the dissatisfied party may refer the matter to the First Instance Court of Doolow District for mediation. This court, established by the Jubaland Ministry of Justice, is staffed with three lawyers and clerks to provide decentralized legal aid services at no cost to citizens.

If the issue remains unresolved, the affected individual can escalate the matter to the appropriate Regional Court. This court should be the first point of contact for further escalation; if resolution is still not achieved, the High Court of Jubaland State serves as an additional avenue for addressing complaints. The MoPIED, state-level line ministries, and the Doolow Local Government will monitor the status of aggrieved individuals at the local level to ensure that grievances are effectively addressed.

Complaints can be submitted through various channels, including face-to-face meetings, written submissions, phone calls, emails, and informal community gatherings. The accompanying figure illustrates the grievance resolution process, detailing each step and the responsible parties involved.

For complaints related to GBV, individuals should be directed to the established GBV referral mechanism recognized by the UN. This mechanism provides comprehensive support and services for GBV survivors, including medical care, psychosocial support, legal assistance, and the collection of legal evidence.

This section also outlines the protocol for reporting allegations against UNHCR personnel, UN agency staff, or other project staff. Allegations of fraud, misconduct, or malfeasance involving any UNHCR personnel or individuals with a contractual relationship with UNHCR must be reported immediately to the Inspector General's Office (IGO) for investigation. The IGO can be contacted confidentially through the following channels:
- Email: inspector@unhcr.org
- Confidential Fax: +41 22 739 7380
- Hotline: +41 22 739 8844
- Mail: UNHCR, 94 Rue de Montbrillant, 1202 Geneva, Switzerland

Sexual exploitation and abuse are strictly prohibited for all UN staff and NGO personnel. In line with UN standards of conduct, all staff members of UNHCR, other UN agencies, and NGO partners must adhere to the following guidelines:
- Do not engage in sexual activity with anyone in exchange for money, employment, preferential treatment, goods, or services.
- Do not have sexual relations with anyone under the age of 18.
- Do not engage in any form of sexually humiliating, degrading, or exploitative behavior.

These frameworks ensure accountability and uphold the integrity of UNHCR and its partners.

7.7 Grievance Redress Process

The proposed structure shown in Figure 2 above is comprehensive and can be integrated into the grievance resolution process as detailed in the table below:

Table 0.1: Grievances redress process

No.	Step	Description of process	Timeframe	Responsibility
1	Initial Reception of Queries	The process begins with the reception of queries, which are categorized by language groups to ensure effective communication. An agent is assigned based on the language and listens to the query, recording the necessary details. For straightforward complaints, the agent provides an immediate response.	Throughout project implementation	Project team at FGS and FMS
2	Escalation Process	If a query is complex or beyond the agent's authority, it is escalated to a supervisor or a specialized team for further attention. During this escalation, a message may be sent to the individual indicating that their query is under review.	Throughout project implementation	Community Liaison Officer
3	Follow-up and Logging	The agent may subsequently follow up to verify that the issue has been resolved satisfactorily. If the query remains unresolved, it is logged for further action.	Upon receipt of complaint	GRC and community liaison officer
4	Referral to Higher Authorities	Unresolved cases may be referred to higher authorities within UNHCR or external entities for additional support, ensuring continuous monitoring and accountability.	Within 14 days of receipt	Local grievance focal points, GRC
5	Resolution and Closure of Complaints	Once a resolution is reached, the case is formally closed, and feedback is provided to the individual. This feedback may include a request for the individual to share their experience with the complaint management process.	Within 21 working days	GRC
6	Feedback Analysis	The feedback is analysed to identify trends and areas for improvement in the system.	Monthly	GM focal point
7	Continuous Improvements	The insights gained from feedback and case analysis are used to enhance the complaint management process, ensuring that it evolves and improves over time.	Monthly/Quarterly/Annually	Implementing Partner (IP)/contractors/PIU/PSCs

7.8 Communication Plan

As part of the C-ESMP, the client MoPIED/UNHCR will create a comprehensive communication plan at the start of the project and inform the affected/benefited community, IDPs and the wider stakeholder groups about the details of the Grievances Procedure. This plan will set forth procedures to facilitate effective communication between the project and the communities, as well as with external parties such as CSOs, NGOs and associations. It will enable stakeholders to engage with the project, request information, and submit complaints. Detailed arrangements are outlined in the table below.

Table 7.2: Channels for communicating with the project

Communication Tool	Communication Information
Email, Telephone	All contact information for the Environmental and Social Management, at the federal, state and local levels, will be publicly accessible. This will allow stakeholders and third parties to request information, offer suggestions, file complaints, or report issues related to the project.
Project Notice Board	At site or district levels, a notice board will be installed to display project information, timelines, contractor details, risk areas, and announcements. A locked comment box will also be provided, accessible only to the environmental or social officer, who will review and respond to messages. This system will enable third parties to submit complaints as well.
Radio, TVs	Every quarter, a radio announcement will be broadcast to update the community on the project's progress and provide information on how to communicate with the PIU/PSCs.
Ministries websites, Facebook & X official pages, and other media	The safeguard documents, including the SEP, and ESIA Report, will be provided to the implementing agencies of the SURDHT. These documents will contain a project description, implementation arrangements, and contact information for key personnel, including the Environmental Specialist and Social/Safety Specialist (email and phone details). The project webpage will be maintained updated and review by the ESS of the PIU during the project implementation period.

CHAPTER 8: INSTITUTIONAL ARRANGEMENT FOR SEP IMPLEMENTATION

8.1 Introduction

This section presents the proposed organizational structure and management functions critical for the effective implementation of the Stakeholder Engagement Plan (SEP). The MoPIED will serve as the lead coordinating agency, overseeing overall project coordination at the national level. The Doolow Local Government will function as the implementation agency, supported by a dedicated implementation unit known as the PIU embedded in UNHCR. This unit will collaborate with other UN agencies and CSOs, as well as engage with consultants, contractors, local communities, and other relevant stakeholders.

8.2 Institutional Framework for SEP Implementation

The project encompasses a range of institutions at multiple levels, each playing a vital role in the implementation of both the project and the SEP. To effectively guide the execution of the SEP, the following governance bodies will be formally established:

- **Steering Committee (SC)**: This body provided strategic directions and oversight for the project, ensuring alignment with broader goals and objectives;
- **PIU**: This unit is responsible for day-to-day management and execution of project activities, ensuring that the project is implemented effectively and efficiently; and
- **Project Steering Committees (PSCs)**: Similar to Steering Committee, this committee often focuses on providing guidance and support, but may also involve key stakeholder in decision-making processes related to project implementation.

Together, these bodies will ensure a coordinated and effective approach to stakeholder engagement and project implementation.

Table 8.1: Institutional Framework for SEP Implementation

No.	Governance Body	Relevant Institutions	Level	Key Roles and Responsibilities
1	Steering Committee	- Poverty Reduction and Durable Solutions Department (MoPIED) - Chair - AfDB – Co-Chair - Ministry of Agriculture and Irrigation (Member) - Ministry of Family and Human Rights Development (Member) - UNHCR (Lead Institution/member) - IOM (Member) - Food and Agriculture Organization (FAO), Member - United Nations Human Settlements Programme (UN-Habitat) Member - UN-WOMEN (Member)	Federal	- Provide overall direction to ensure aligns with project objectives. - Establish standards that guide inclusive stakeholder engagement practices. - Ensure adequate resources are allocated for stakeholder engagement activities. - Oversee the monitoring of engagement activities and ensure accountability for stakeholders' feedback.

2	Project Streeting Committee	• FGS Poverty Reduction and Durable Solutions Department (MoPIED), Project Coordinator, Chair • UNHCR, PIU Coordinator, Co-Chair • Jubaland Ministry of Planning (Member) • Jubaland Ministry for Agriculture and Irrigation (Member) • Jubaland Ministry of Public works (Member) • Jubaland Commission for Refugees and IDPs • Doolow District Commissioner (Member) • IOM (Member) • FAO (Member) • UN-Habitat (Member); and • UN Women (Member)	Federal, State, and Local	• Ensure effective execution of the SEP in alignment with project objectives. • Facilitates collaboration and communication among local stakeholders. • Track and assess the effectiveness of stakeholder engagement plans. • Collect and relay stakeholders feedback to project leadership. • Prepare reports on engagement activities and outcomes for the Steering Committee. • Address and resolve grievances or issues among the stakeholders.
3	PIU	UNHCR staff in the PMU consist of the following and they will be supported by others, including Doolow-based staff such as Field Officer/Head of Office and Protection, Programme, and Shelter officers: - Senior Development Officer (Coordinator), - Project Manager, - Assistant Reporting Officer, - M&E Officer, - Settlement Planning Officer - Protection Officers	State and Local	• Directly implement the specific engagement activities outlined in the SEP, ensuring that they are conducted as planned. • Manage daily interactions and communication with stakeholders, facilitating immediate responses to concerns and inquiries. • Collect data on stakeholders' engagement interventions and analyze feedback to inform project adjustments. • Organize training sessions and workshops to enhance the level of understanding and participation of stakeholders.
4	Local Community Committee	NGO/CBO	State, local level	• Serve as the voice of the local community, stating their needs and concerns. • Act as a linkage between the local community and project teams for ensure effective communication. • Convey local community feedback regarding project activities and impacts.

				• Support in resolving local issues or grievances related to the project. • Monitor project activities and report on community views.

8.3 Other Institutions involved in SEP Implementation

8.3.1 Contractors

The Contractor is essential to the effective implementation of the SEP. Key responsibilities include:

- Establishing and maintaining robust communication channels between all stakeholders and the project, ensuring transparency, engagement, and the timely exchange of information;
- Raising awareness and understanding of the potential impacts, risks, and mitigation strategies associated with the project. This involves proactively disseminating relevant information to stakeholders to encourage informed participation and dialogue;
- Deploying dedicated personnel focused on occupational health and safety at project sites. This ensures compliance with safety regulations and safeguards the well-being of all workers and community members; and
- Implementing an effective grievance redress mechanism that allows for timely and transparent resolution of complaints and concerns, thereby fostering trust and collaboration among stakeholders.

8.3.2 Supervision Entity

The supervision entity (consultant) will be tasked with comprehensive oversight of the implementation of the SEP. The Supervising Consultant will play a pivotal role by actively monitoring, reviewing, and verifying the contractor's activities. In addition, the Supervising Consultant will provide strategic guidance and recommendations to both the contractor and the project lead institution (UNHCR) to ensure full compliance with the SEP. This collaborative framework will facilitate effective stakeholder engagement and ensure alignment with the project's objectives, ultimately contributing to its success.

CHAPTER 9: MONITORING AND REPORTING

9.1 Introduction

Monitoring and evaluating the stakeholder engagement process is essential for project implementers to effectively address emerging issues and adapt their engagement strategies. By committing to key principles, organizations can foster successful interactions with stakeholders. These principles include:

- • Ensuring sufficient resources are allocated for engagement activities.
- • Actively including key groups in discussions to represent diverse perspectives.
- • Encouraging stakeholders to be actively involved in the process.
- • Establishing a sense of trust in district leadership among all stakeholders.
- • Developing well-defined approaches for engagement.
- • Maintaining openness in all activities and processes.

By effectively monitoring stakeholder engagement, organizations can evaluate its impact. Identifying key performance indicators aligned with the objectives of the SEP allows for ongoing assessment of actions and their timing, ensuring that the engagement process remains effective and responsive. The SEP will be periodically revised and updated as necessary in the course of project implementation to ensure that the information presented in the SEP is consistent and that the identified stakeholders and methods of engagement remain appropriate and effective. Any major changes to project activities and schedule will also be duly reflected in the SEP updating.

To ensure effective stakeholder engagement, distinct monitoring activities will be implemented based on timing:

- • **During Engagement Activities**: Short-term monitoring will be conducted to facilitate real-time adjustments and improvements throughout the engagement process.
- • **After Engagement Completion**: A comprehensive review will assess the outputs and evaluate the effectiveness of the SEP once all activities are concluded.

Key Performance Indicators (KPIs)

A series of key performance indicators have been established to track the implementation of the SEP, and these KPIs will be monitored by the project regularly including but are not limited to the following parameters:

- • **Number of Events**: Total public hearings, consultation meetings, and forums conducted within a specified reporting period (monthly, quarterly, or annually).
- • **Engagement Frequency**: Rate of public engagement activities over time.
- • **Geographic Coverage**: Areas reached by public engagement activities.
- • **Participation Metrics**: Number of participants involved in various engagement events, where applicable.
- • **Stakeholder Identification**: Newly identified stakeholders throughout the process.
- • **Location Engagement**: Number of different locations included in the consultation efforts.
- • **Vulnerable Individuals**: Details regarding the involvement of vulnerable individuals in consultation meetings.
- • **Public Grievances**: Total number of grievances received in a reporting period and the number resolved within the designated timeline.
- • **Grievance Types**: Categories of public grievances reported.
- • **Media Outreach**: Number of press materials published or broadcasted in local, regional, and national media outlets.

9.2 Monitoring

The PIU's E&S experts shall form IDPs or community relation team, and together will conduct monthly, quarterly, and annual monitoring of the stakeholder engagement activities against the objectives defined in this SEP. This monitoring process will review to what extent the engagement activities have been completed according to the established timeframes and how the identified goals have been achieved. Outcomes and any lessons learned will be incorporated into the respective SEP updates.

A set of Key Performance Indicators (KPIs) have been defined to enable monitoring and evaluation of the implementation and guide updates and revisions of the stakeholder engagement documentation. The following table summarizes the KPIs and associated key monitoring actions that can be used to assess the progress and effectiveness of proposed mitigation strategies.

Table 9.1: Table Stakeholder engagement KPIs

No	Objective/	KPIs	Target	Monitoring measures
1	To gather and assess stakeholder feedback to improve project outcomes	Level of community satisfaction	Achieve 100% positive feedback	• Conduct regular surveys and feedback sessions. • Use of focus groups to gather in-depth insights.
2	To ensure broad engagement of stakeholders in project activities	Number of stakeholders engaged	Engage at least 100 participants from IDPs and host communities per quarter	• Track attendance at stakeholder meetings and events. • Utilize registration forms for better documentation and recording.
3	To effectively resolve grievances, issues raised by the stakeholders	Number of issues resolved	Resolve 100% of reported grievances, issue, and concerns.	• Document grievances and resolutions systematically. • Analyze patterns to inform future strategies.
4	To enhance the capacity of stakeholders through targeted training sessions	Number of training sessions held	Conduct two E&S training sessions per year	• Monitor attendance and gather feedback on training effectiveness. • Adjust content based on participant needs.
5	To evaluate the overall impact of the project on community livelihoods, access to services, and living conditions.	Measurable community benefits	Improve livelihoods, access to services, and living conditions for 100% of beneficiaries.	• Conduct annual impact assessments to evaluate project outcomes. • Share results with stakeholders and gather their feedback.

9.3 Reporting

MoPIED/UNHCR as the main implementing institution through the PIU project office will be required to report on the progress of the implementation of SEP in line with other project activities during the various phases of the project. The E&S experts assigned in the PIU will report to the AfDB the SEP implementation through quarterly and annual reports together with environmental and social safeguard performance reports. Monthly report shall be prepared on the SEP and overall project E&S performance for internal distribution, and documentation at the project office to support the preparation reporting of quarterly and annual reports.

9.3.1 Monthly Reports

The PIU will prepare a comprehensive biannual report on stakeholder engagement activities for the AfDB. These reports will include:

- A summary of stakeholder activities conducted during the month
- Details of public outreach efforts, including meetings with stakeholders
- Updates from the grievance register
- Information on newly identified stakeholder groups
- Any emerging issues or challenges

9.3.2 Annual Final Stakeholder Engagement Reports

The PIU will prepare an annual report summarizing the outcomes of the SEP. This comprehensive report will include:

- A detailed overview of all public consultation issues raised, along with the corresponding grievances and their resolutions.
- Key findings from informal community meetings that contribute to the public consultation process.

These evaluation reports will be submitted to the AfDB[3], and a concise summary of the results will be incorporated into the annual report. This ensures that all stakeholders are informed of the engagement outcomes and any emerging trends or issues.

9.3.3 Report Back to the Stakeholders and Communities

It is the responsibility of the PIU to communicate with stakeholders, including communities regarding the following matters:

- Key findings from the annual monitoring process.
- Sharing and publishing reports, making them accessible on the PIUs' website, and distributing copies to stakeholders, including district and local authorities, and GRCs.
- Summaries of findings displayed on stakeholders and community notice boards.
- Maintaining a website that hosts ESIA and SEP documents, along with public reports.

The ESIA, SEP, and monthly Environmental and Social (E&S) implementation reports will include reviews of engagement activities, levels of stakeholder participation, particularly from affected communities, women, youth, and vulnerable groups, the issues discussed, outcomes achieved, and how stakeholder priorities and concerns are reflected in the reports. This will specifically address mitigation and monitoring strategies outlined in the project's E&S instruments.

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[3] The SEP together with the overall E&S implementation performance report prepared and submit to the AfDB on quarterly basis (Cat 2)

CHAPTER 10: SEP IMPLEMENTATION BUDGET

The project is scheduled to span three years of construction, during which a robust framework for stakeholder engagement, detailed in earlier chapters will be actively implemented. In addition, as the project progresses, new engagement initiatives may be identified to enhance responsiveness to stakeholder needs. The budget for implementing the SEP will be funded as part of the overall Project management cost. The budget assigned under the project management activities will cover resources for implementing stakeholder engagements, including the GRM.

Table 17 provides a preliminary cost estimation, which will be systematically updated and refined throughout the project lifecycle to address emerging requirements and challenges. This proactive and adaptive approach will ensure alignment with stakeholder expectations and facilitate the delivery of optimal project outcomes.

Table 10.1: Estimated budget for implementing the SEP

No.	Item Description	Quantity	Unit Cost (US$)	Total Cost (US$)
1	Public consultation meetings	36	$500	$18,000
2	Develop ICE materials, including posters, billboards, and flyers for project activities	2	$3,000	$6,000
3	Workshops, food, transport, and stationary materials	3	$4,000	$12,000
4	Training for GRCs	3	$5,500	$16,500
5	Radio and TV awareness messages	1	$2,000	$2,000
6	Project launching event	1	$3,000	$3,000
	Sub Total (US$)			**$57,500**
	Contingency (5%)			**$2,875**
	Grand Total (US$)			**$60,375**

The estimated cost for the SEP is US$60,375 (Sixty Thousand Three Hundred Seventy-Five Dollars).

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