FEDERAL GOVERNMENT OF SOMALIA

MINISTRY OF LABOUR AND SOCIAL AFFAIRS

PROJECT:

BUILDING OPPORTUNITIES AND OUTCOMES IN SOCIAL PROTECTION AND YOUTH EMPLOYMENT IN SOMALIA (BOOST-YOU) PROJECT (P507443)

STAKEHOLDER ENGAGEMENT PLAN (SEP)

August 2025

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Acronyms and abbreviations

Acronyms	Meaning
BRA	Banadir Regional Administration
CBOs	Community Based Organizations
CSOs	Civil Society Organizations
ECT	Emergency Cash Transfer
ESCP	Environmental and Social Commitment Plan
FGS	Federal Government of Somalia
FMS	Federal Member States
GC	Grievance Committees
GM	Grievance Mechanism
H&N CCT	Health and Nutrition co responsibility Cash Transfer
INGO	International Non-Governmental Organization
MoECHE	Ministry of Education, Culture and Higher Education
MOLSA	Ministry of Labour and Social Affairs
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
PDO	Project Development Objectives
PMT	Proxy Means Testing
PIU	Project Implementation Unit
SEP	Stakeholder Engagement Plan
TVET	Technical and Vocational Education and Training
UN-FAO	United Nations Food and Agricultural Organization
UNICEF	United Nations International Children Emergency Fund
USAID	United States Agency for International Development
USR	Unified Social Registry
WFP	World Food Program

1. INTRODUCTION

1.1. Project background

Somalia has made significant progress in the recent years, consolidating its federal system of governance, strengthening capacity of government institutions, and supporting inclusive private sector-led growth. Despite incremental headway on financing and building the capacity of state institutions to deliver basic services, overall service delivery remains limited, especially in areas experiencing violence and conflict. Frequent and severe climate and security-related shocks erode resilience in the context of deep poverty and food insecurity. According to the Somalia Poverty and Equity Assessment 2024, 54 percent of the population lives below the national poverty line.

Somalia established the building blocks of a national social protection program, Baxnaano, launched by the Ministry of Labor and Social Affairs (MoLSA) on behalf of Federal Government of Somalia (FGS), with support from development partners including the World Bank to tackle multiple challenges through multiple window: Regular window which addresses chronic poverty and food insecurity while enhancing the human capital of beneficiary households through a cash transfer program; Shock response window: This window supports poor and vulnerable households affected by economic shocks, particularly climate related shocks; Human Capital: This window aims to improve uptake of available human capital (health and education) services by poor and vulnerable beneficiaries; Economic Inclusion: This window aims to improve access of youth particularly women and persons with disability, to labor market opportunities.

The World Bank has financed two projects in support of Baxnaano, the Shock Responsive Safety Net for Human Capital Project (SNHCP, P171346) and Shock Responsive Safety Net for Locust Response Project (SNLRP, P174065). SNHCP has supported provision of unconditional nutrition linked safety net support to 200,000 poor households, emergency cash transfers to over 650,000 households (including SNLRP beneficiaries), developed a USR, and social protection delivery systems, introduced pilots to test feasibility of a social protection led service delivery platform, co-responsibility cash transfers to promote uptake of health and nutrition services (H&N CCT) and a new youth employment intervention and supported households mitigate immediate food security issues, while also laying the foundations for human capital investment over the longer-term. The complementary SNLRP used the Baxnaano platform to deliver Emergency Cash Transfers (ECTs) to households affected by locust infestation and recently, SNHCP.

Somalia's wider social protection landscape comprises a range of donor-supported initiatives aimed at mitigating poverty, enhancing food security, and promoting economic inclusion. The proposed Building Opportunities and Outcomes in Social Protection and Youth Employment in Somalia (BOOST-YOU) reinforces and complements the existing World Bank Group portfolio in Somalia while further leveraging relevant and more recent diagnostics. Building on the foundational blocks established through SNHCP and SNLRP, the proposed project will leverage the analytical work under the Somalia Social Protection Programmatic Advisory Services and Analytics (PASA): Building an Adaptive National Social Protection System (P500503). This approach will help Somalia transition from humanitarian relief to a long-term development programming, investing in human capital for sustainable and equitable economic growth.

1.2. Project Development Objective

The project development objective (PDO) is to enhance economic opportunities and strengthen resilience of the poor and vulnerable. The Project has the following components:

Component 1: Connecting Youth and Women to Better Jobs Today (US$ 28.5 million equivalent)

Component 1 will support 17,500 youth (60% women and 5% people living with disability) to access wage and self-employment activities contributing directly to inclusive job creation and economic resilience. Targeting will be based on objective criteria using information available within the Unified Social Registry (USR). Which will include indicators on age, gender, location (including climate vulnerability considerations), disability, and welfare scores generated through the USR. The Component will have two pathways:

1. **Wage employment.** Pathways to employment through on-the-job training will target vulnerable youth (aged 18-29) with proclivity for on-the-job training provided by master craftsmen. To align labor supply with demand, the component will focus on prioritizing vocations with the highest market demand and house apprenticeships within firms whenever possible. Youth will receive (a) socioemotional skills trainings to equip them with context specific adaptive and positive behavior; and (b) on-the-job training with an employer or master craftsman where essential technical, market and industry skills will be learnt. Beneficiaries will be supported to secure a job through labor intermediation services and thereafter, their employment will be monitored for a period of six months.

2. **Self-Employment.** The component will support a comprehensive entrepreneurship support package for new start-ups or expansion of existing enterprises. The package aims to promote enterprise development among poor and vulnerable entrepreneurs to overcome skills, socioemotional, market and network-related constraints. After receiving training, beneficiaries will be eligible to receive grants to start or expand productive enterprises. All beneficiaries will also be referred to microfinance institutions or banks after receiving the last grant tranche through linkages established with World Bank financed Somalia Productive, Resilient, and Inclusive, Growth (SPRING) project.

Gender dimension. The component specifically targets the persistent gender gap in young women's participation in wage and self-employment in Somalia's urban areas, where female labor force participation remains as low as 14 percent (9 percent in Somaliland).The component will deliver women-friendly economic inclusion interventions, offering sequenced, context-specific and female targeted packages of socioemotional skills training, market-aligned vocational training, business development grants, financial literacy, and mentoring.

Component 2: Investing in People for Better Jobs Tomorrow (US$ 34.7 million equivalent).

Component 2 forms the cornerstone of the project's direct support to vulnerable households by integrating social protection with human capital development, climate resilience, and future job readiness. Utilizing a multisectoral approach for best outcomes, the component includes three subcomponents designed to address different aspects of human capital development and resilience through cash transfers. The cash transfer program will be geographically concentrated around schools and health centers in areas of high climate vulnerability to maximize their complementarity and therefore impact linking social assistance to the building blocks of a productive, inclusive, and

climate-resilient workforce, with the ultimate aim of building inclusive and sustainable jobs of the future.

Subcomponent 2.1: Unconditional Cash Transfers (US$ 13.5 million equivalent).

This subcomponent provides unconditional cash transfers to households that are chronically poor and vulnerable to bolster human capital outcomes, strengthen climate resilience, and lay the groundwork for future employment readiness in the context of deep climate vulnerability. The objectives of the component are to (a) support households to strengthen their resilience and avoid negative coping mechanisms and (b) protect and promote human capital accumulation in the medium to long term. The design includes measures to ensure that female-headed households and women within male-headed households are prioritized as the main cash transfer recipient.

In addition, beneficiaries under the project will also be linked to skill trainings offered through World Bank's Empowering Women through Education and Skills Project - 'Rajo Kaaba'. The combination of cash and skills may become a prelude to a comprehensive graduation program in the future, supporting long-term transitions from poverty to productive employment.

Subcomponent 2.2: Human Capital Co-Responsibility Cash Transfers (US$ 17.2million equivalent).

This subcomponent provides human capital linked co-responsibility cash transfers to 30,000 pregnant women and mothers of children between 0-2 years of age in selected districts and introduces a pilot that would support 5,000 children improve uptake of primary education services in one district over four years.

Health & Nutrition Co-Responsibility Cash Transfer (H&N CCT) - This subcomponent expands H&N CCT coverage tested under SNHCP. BOOST-YOU will enable continued operations and provision of services in District Daynile and Garasbalay in Banadir Region.

Education Co-responsibility Cash Transfer (ECCT) – ECCT aims to increase enrollment of school-age children, improve attendance rates for children in primary education and reduce drop-out rates, laying the educational foundation critical for future employability and inclusion in productive jobs. The co-responsibilities include (a) enrolment of eligible children in a participating school and (b) at least 70 percent attendance for each child during a quarter. Upon compliance with co-responsibilities, eligible beneficiary households receive US$30 per quarter through mobile payments. The intervention will be piloted in District Dhusamareb, Galmudug State.

Subcomponent 2.3: **Shock Responsive Cash Transfers (US$ 4 million equivalent, including US$2 million from GSFF).**

This subcomponent provides financing of emergency cash transfers in response to a potential future climate-related shock. Emergency cash transfers have been known to offset reductions in human capital and support households with early recovery from the shocks without adopting negative coping strategies that cause permanent loss of welfare, which helps protect the human capital base needed for future livelihood recovery and job readiness.

Component 3: Adaptive Social Protection Systems and Project Management

Component 3 supports three key areas crucial for the long-term sustainability and effectiveness of social protection interventions in Somalia (including Somaliland): the enhancement of an adaptive social protection system, the National Socio-Economic Survey and project management including institutional capacity building for FGS's social protection program management and new systems as well as capacities at Ministry of Labor, Social Affairs and Family (MoLSAF). The focus on adaptive systems reflects a forward-thinking approach, preparing Somalia's social protection framework to respond swiftly and effectively to changing needs and unforeseen shocks, including shocks that threaten jobs and livelihoods. A key focus will be on further expanding the already robust citizen engagement function and enhance the social accountability processes through the delivery systems, USR, M&E, and GRM.

Subcomponent 3.1: Adaptive Social Protection Systems.

This subcomponent will support institutional strengthening and capacity development of the government's Somalia Social Protection Program, established through an appropriate legal framework to enable formalized government led social protection service delivery. In addition, the subcomponent supports the social registry, social protection delivery systems and improved institutional capabilities in Somalia (including Somaliland). The project will provide dedicated support for capacity building, ensuring that concerned line ministries are well-equipped to manage and oversee multiple social protection programs effectively and to coordinate these with human capital, jobs, and economic inclusion agendas.

Subcomponent 3.2: National Socio-economic Survey (US$ 30.5 million equivalent).

This subcomponent will finance the National Socio-Economic Survey (NSES) which was initially supported under SNHCP. NSES will field nationwide [1] data collection activities for gathering biometric backed socioeconomic information on all accessible households and their members in Somalia. This survey is a strategic investment which would allow Baxnaano to respond with emergency cash transfers to climate change-induced shocks anywhere in Somalia, improve the government's ability to develop pro-poor policies and lead to significant improvements in operational efficiencies of social protection programs and humanitarian support in the country.

Subcomponent 3.3: Project Management (US$11.8 million equivalent).

This subcomponent aims to enhance the institutional capacities of MoLSA and MoLSAF to manage social protection programs in Somalia. PIU(s) will manage all implementation, fiduciary and safeguards activities of the project and coordinate with key stakeholders as appropriate.

1.3. Purpose of the SEP

The purpose of this SEP is to facilitate the establishment of constructive relationships with stakeholders throughout the project dissemination of information on the project performance, including management of social and environmental risks.

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[1] The survey will not be carried out in Somaliland at this time. However, once the Somaliland social registry system has been established, additional resourcing would be required for survey activities. In addition, the survey will only be undertaken in districts that are accessible and do not suffer from active conflict or contestation.

1.4. Objective of the SEP

The specific objectives of the SEP are to.:

I. Define procedures and establish a systematic approach to stakeholder engagement that will enable the structures responsible for the implementation of the Project to properly identify establish and maintain constructive relationships with stakeholders;

II. Assess the level of interest and buy-in of stakeholders and allow their opinions to be considered in the design of the Project and its environmental and social performance

III. Ensure understanding through an open, inclusive and transparent process of engagement and communication.

IV. Building relationships through open dialogue between project team and stakeholders.

V. Managing Expectations by ensuring that the proposed Project does not create, or allow, unrealistic expectations to develop amongst stakeholders through disseminating accurate information in a timely, understandable and appropriate manner.

VI. Ensure compliance with national regulatory requirements and international best practice, including World Bank ESF standards.

VII. Encourage the effective mobilization of all stakeholders affected by the Project throughout its life cycle on issues that could potentially affect them and provide the means to achieve this.

VIII. Provide the parties affected by the Project with the means to easily raise their concerns and lodge complaints in a secure, confidential or anonymous manner where required, as well as the steering and implementation bodies of the Project and the State to timely respond and manage them;

IX. Consider in an inclusive manner the opinions, concerns and interests of women, especially vulnerable women and person with disability, in relation to the implementation of the Project.

X. Elaborating the grievance mechanism (GM) for the project

1.5. World Bank Requirements for Stakeholder Engagement

As per the Environmental and Social Standard ESS 10 Stakeholders Engagement and Information Disclosure, the implementing agencies should provide stakeholders with timely, relevant, understandable and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation. The ESS 10 defines the requirements for stakeholder engagement as follows:

i. Establish a systematic approach to stakeholder engagement that helps Borrowers identify stakeholders and maintain a constructive relationship with them;

ii. Assess stakeholder interests and support for the project and enable stakeholders' views to be taken into account in project design;

iii. Promote and provide means for effective and inclusive engagement with project-affected parties throughout the project lifecycle; and

iv. Ensure that appropriate project information is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner.

2. STAKEHOLDER IDENTIFICATION AND ANALYSIS PROJECT COMPONENT

2.1 Project stakeholders

Project stakeholders are defined as individuals, groups or other entities with an interest in the project at different levels. Engagement with the project affected departments, parties or persons will be conducted during project planning, upon project effectiveness and sustained throughout project implementation and closure. For effective engagement, project stakeholders are categorized into three main groups, as described below.

i.   **Affected Parties**: persons, groups and other entities within the Project Area of Influence (PAI) that are impacted or likely to be impacted directly or indirectly, positively or adversely, by the project. Such stakeholders are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project and need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures. For BOOST-YOU this category includes Benefiting community including Community elders, Women, FGS MoLSA, MoLSAF, youths, women and youth organization respectively, vulnerable groups.

ii. *Other Interested Parties* (OIP): constitute individuals/groups/entities whose interests may be affected by the project and who have the potential to influence project outcomes. OIP may not experience direct impacts from the Project but they may consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way. For BOOST YOU, this category includes Ministry of Planning, Investment and Economic Development (MOPIED), Ministry of Finance (MoF), Ministry of Health (MoH), Ministry of Education (MoE), Ministry of Youth and Sports (MoY), United Nations Children's Fund (UNICEF), World Food Program (WFP), telecommunication companies, money remittance companies, schools, hospitals, Payment Service Provider among others.

iii. **Vulnerable groups:** persons who may be disproportionately impacted or further disadvantaged by the project as compared with any other groups due to their vulnerability and that may require special efforts to ensure their equal representation in the project consultation and decision-making processes. The vulnerable individuals and groups identified for this project include disadvantaged and vulnerable individuals and groups such as Internally Displaced Persons (IDPs), Traditional Ethnic Minorities (Eyle, Bantu, Bajuni etc.,), women, youth, older persons, female household heads, children headed households and people with disabilities, pastoralists, hard to reach communities among others.

2.2 Identification of stakeholders

Different categories of people and institutions with an interest in the Project at different levels will need to be consulted and engaged in the project activities, as summarized in **Table 1**.

Table 1: Stakeholder Description and areas of Interest for the Project

Stakeholder description	Relevance to BOOST-YOU
FGS Ministry of Labour and social affairs	The ministry has the overall responsibility of managing the Project. It will be responsible for hosting the PIU and work towards proper management of the project and enhance capacity of the government to manage social protection activities. The Ministry will work closely with other ministries and agencies receiving project support. The FGS ministries, departments and agencies are integral to the overall success of the project at all stages. Inter-and intra-agency collaboration will be essential for the implementation of the project activities.
Ministry of Labor, Social Affairs and Family	The ministry has the responsibility of managing project activities in Somaliland. It will be responsible for proper management of project activities in Somaliland and to enhance the capacity of the government to manage social protection activities.
Ministries, departments and agencies at the Federal Government level	The other Ministries will be involved in as far as the implementation of specific activities require their involvement Considering that the project will leverage on other existing projects, in different sectors like human capital and enterprise, the involvement of different ministries will be essential to ensure Inter-and intra-agency collaboration for the implementation of the project activities.
Ministries and agencies and departments in the Federal Member States	The Ministries at this level will be responsible for the implementation of the project activities at the FMS levels. - Support the implementation of project activities in the FMS. - The coordination between the State and FMS is done in a transparent and accountable manner - Principles of engagement are observed in all aspects of consultation at the different levels.
Youth	This category will cover both female and male youth between the age of 18-29 who will benefit from the project activities in pilot defines areas across the countries. The youth will participate largely in the component 2 of the project. They are also included among the vulnerable groups and communities.
Vulnerable groups and communities	There are a number of vulnerable groups to be considered within the project activities including internally displaced persons (IDPs), traditional ethnic minorities (Eyle, Bantu, Bajuni etc.,), women, youth, older persons, female household heads, children headed households and people with disabilities the elderly, pastoralists and hard to reach groups. This group are an integral part of the project and key beneficiaries.

Stakeholder description	Relevance to BOOST-YOU
Pregnant women and mothers	This category will be key in the project activities related to cash transfer under certain responsibilities.
Vulnerable families	These selected families through unified social registry (USR) will be key in the successful implementation of some project activities which are tied with other Bank funded project in the education sector.
Participating schools and health centers facilities.	These are schools and health centers which will be leveraged to improve the enrollment rate of children in poor households and provision of pre-natal and ante natal services.
Development partners, International Non-Governmental Organizations (INGOs) and community organizations; including UN agencies.	Majority of the social protection activities were handled by humanitarian organizations for many years. The government has now taken direct responsibility for implementation of national or government funded social protection activities, however, several programs are still operated through external stakeholders. Development Partners are financing various social protection and humanitarian activities across the country.
Media	The role of the media is key in keeping people informed about the project. Media can also be used to share grievances and complaints on project activities. They promote public participation and community engagement; provide a variety of quality content that is universally accessible to a diverse audience on a national level.
Community leaders	Clan elders, religious leaders and opinion leaders play an important role in guiding and mobilizing the community into enrolling and benefiting from the project activities.

2.3. Stakeholder engagement principles

Stakeholder analysis generates information on the perceptions, interests, needs, and influence of actors on the project. Identifying the appropriate consultation methodology for each stakeholder throughout the project lifecycle is necessary. In order to meet best practice approaches, the project will apply the following principles for stakeholder engagement.

- Openness and life-cycle approach: public consultations for the project will continue during the whole project lifecycle from preparation through implementation. Stakeholder engagement will be free of manipulation, interference, coercion, and intimidation.

- Informed participation and feedback: information will be provided and widely distributed among all stakeholders in an appropriate format; conducted based on timely, relevant, understandable and accessible information related to the project; opportunities provided to raise concerns and ensure that stakeholder feedback is taken into consideration during decision making.

- Inclusivity and sensitivity: stakeholder identification will be undertaken to support better communication and building effective relationships. The participation process for the project will be inclusive. All stakeholders will be encouraged to be involved in the consultation processes.

Equal access to information will be provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention will be given to disadvantaged groups, particularly minority groups and learners with disabilities, and the cultural sensitivity of diverse groups in the project area.

- Flexibility and adaptability: stakeholders will be engaged in a manner that is flexible and adaptable to their cultural customs and norms. The process will have regard to the timings and places that will not cause the participants great challenge to attend or access the relevant materials.

BOOST YOU will involve a targeted outreach and tailored engagement strategies to ensure that these groups can participate meaningfully in the project. The project will also work to safeguard the interests of vulnerable groups, ensuring that their rights are protected, and their contributions are valued.

3. SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES

3.1 Key institutional Stakeholder Meetings and Consultations

Engagements and consultation on the project design and the planned activities and implementation arrangements have been done with key institutional stakeholders including the relevant Government agencies, development partners, UN agencies and various firms supporting implementation. Engagements and consultations have been held with key stakeholders, including the directly affected beneficiaries and overall community members, such as women, youth, marginalized and traditional ethnic minorities, community leaders, religious leaders, teachers, civil society organization representatives, professionals from the NGO and INGO sector, researchers, academicians, among others. Table 3 below presents the issues raised in the consultation meeting and the key responses provided by the participants regarding the project appraisal and engagement.

Stakeholders Engagement for BOOST-YOU was conducted on 10 May 2025 in Mogadishu, Somalia. The essence and main objectives of the meeting included; i) to present the BOOST-YOU proposed project objectives, expected results, interventions and overall project details and how it impacts the lives of the various stakeholders and beneficiaries, ii) capture the feedback, input concerns of the various stakeholders, and iii) discuss the risks, challenges and effective ways of minimizing risks and maximizing the inclusion, contribution and impact of the project overall. The meeting was attended by 30 participants of which 12 were female and the rest men. The attendees came from different groups and categories including civil societies, NGOs, vulnerable persons groups, women and youth.

The outcome of the consultations emphasized the importance of the BOOST-YOU project for the districts, institutions, and the Somali people, notably the vulnerable groups. Participants unanimously affirmed the project's relevance to the local context, addressing significant challenges like higher unemployment, poverty, mortality rates, and inequalities among marginalized and ethnic minority communities. There is optimism that effective implementation could bring substantial positive changes, particularly for young people, women, and disadvantaged populations. Suggestions to manage GBV and SEAH within the BOOST project included enforcing a strict code of conduct, capacity building for stakeholders, enforcing government laws against perpetrators, and raising awareness about the hotline number for reporting cases.

Table 2 Previous Stakeholder Engagement done for the Project

No	Issue raised	How it was addressed
1	The significance of the project for the beneficiaries selected was emphasized	Stakeholders highlighted the importance and relevance of the BOOST-YOU project to their districts, institutions, and, overall, to the Somali people, particularly the target vulnerable groups. They see the target issues of the project such as employment as the most critical and relevant issue to be addressed. They also appreciated the appraisal process's participatory nature, noting this inclusive approach marked a shift from previous project development practices. The engagement

No	Issue raised	How it was addressed
		was culturally appropriate, intergenerational, and gender-inclusive, allowing participants to express their preferred involvement in the project cycle and suggest ways to engage other community members meaningfully.
2	General feedback on how the project addresses some of the important aspects	Participants reflected on the project overview and explored key aspects of the consultation, including inclusivity, grievance management, and environmental health and safety. Participants engaged actively in the discussion and unanimously affirmed the project's relevance to the local context. They noted that the initiative addresses some critical challenges the community faces, particularly vulnerable groups, including higher unemployment, poverty, mortality rates and inequalities for resources and opportunities mainly faced by marginalized and ethnic minority communities. Many expressed optimism that, if implemented effectively, the project could bring significant positive change, especially for young people, women, and disadvantaged populations. The participants suggested involvement of local community elders and opinion leaders in creating program awareness in local masses. It was also suggested by the participants that instead of sending only text message for beneficiary awareness, voice messages may also be sent as literacy rate among the power population is very low.
3	Additional and potential challenges that might impact the project's short- and long-term objectives and results	Additionally, participants highlighted several challenges and risks, including sustainability risks, particularly regarding potential funding gaps that could impact the project's long-term efficacy. Accountability was also recognized as a significant challenge, given that government institutions will oversee project implementation. Data reliability and accuracy were noted as issues that could impede effective decision-making, especially in identifying project beneficiaries, as reliable and verified census data measures exist in Somalia.
4	Proposed suggestions to address the challenges, particularly the higher unemployment rate.	Participants proposed prioritizing job creation and skills training in high-demand areas for women, youth, and marginalized communities. This can be communicated through radio and text messages via telecom companies, along with community consultations and town hall meetings to introduce and emphasize the importance of these Technical and Vocational Education and Training (TVET) opportunities and technical skills, which Somali youth do not favor due to cultural barriers. However, these areas present many new opportunities as emerging technologies are increasingly utilized in Somalia, where

No	Issue raised	How it was addressed
		there is a shortage of local technical labor. Suggested vocational and entrepreneurial skills included: - Engineering, masonry, carpentry, plumbing, wiring, and furniture-making - Culinary services, cleaning services, and event management - Tailoring, beauty salon services, and digital literacy - Village Savings and Loan Associations (VSLA) and local support groups such as Ayuuto for women
5	The importance of transparency, inclusivity and accountability in the development and implementation process of the project was also thoroughly stressed	Most of the participants indicated the need for and importance of a transparent and inclusive process for the information and recruitment processes of the process, since it is implemented by the government and that all people do not have access to government information. Participants further recommended clearly defined roles for each stakeholder, supported by strong government oversight to ensure continuous engagement throughout the project cycle. Suggestions included: - Establishing mechanisms for transparent project updates. This could be; - Publicly accessible town hall meetings held quarterly or biannually, where project status, opportunities, and updates can be shared with the community and stakeholders. - Creating a centralised and regularly updated digital database where stakeholders can access comprehensive project information. - Decentralizing implementation roles to relevant private sector and civil society actors, such as microfinance institutions (to deliver financial services), universities and TVET institutions (to offer technical training), and NGOS (to support capacity-building activities), etc. In order to respond this, the team also presented all the planned and anticipated resources such as tools and approaches in place to address this.
6	Targeting and Inclusion	The participants proposed several steps and measures to ensure inclusivity among the project beneficiaries and targeted stakeholders.

No	Issue raised	How it was addressed
		Inclusion/consultation with community leaders and individuals who understand the most vulnerable members of the community and the challenges they face.
		Prioritization of inclusive education and skills training, equipping people with the necessary tools for long-term resilience and development even after the project.
		The participants emphasised that special attention is given to marginalised groups, particularly those lacking representation or often overlooked in development initiatives.
		A distinct evaluation process should be conducted using transparent and clearly defined selection criteria. Independent monitors should oversee the processes to ensure that support reaches those most in need.
		Participants expressed concerns about gender inequality in past interventions, particularly in employment, where males are favoured. However, they praised the project for offering equal opportunities for both genders and urged it to intentionally address this imbalance and promote equal opportunities in all stages and future initiatives. Ensuring social justice and equity in identifying and supporting priority groups was also emphasized as a core value for the project implementers.
		Additionally, the importance of community-wide sensitization has been noted as critical before project implementation to foster understanding and collective ownership.
		Finally, it is recommended that the project's planning and design be grounded in a long-term vision to ensure sustainable outcomes rather than being driven by short-term goals.
7	Various community conflicts, discrimination and Grievance Management	Participants discussed various community conflicts, including land disputes, gender discrimination, unequal access to resources, exclusion of marginalized groups, and clan-based discrimination. This discrimination arises not only from external institutions but also from clan leaders who represent their clans in power-sharing discussions. Traditional conflicts, often stemming from grazing and pasture issues, further complicate the situation. In urban areas, these conflicts are exacerbated by structural inequality and prolonged political instability. Participants

No	Issue raised	How it was addressed
		also discussed more effective management of grievances and conflicts within this project. Communities rely on traditional dispute resolution mechanisms, such as elders and customary systems (xeer), to address local disputes, even in urban areas. Formal grievance mechanisms (GMs) are being introduced in development projects to provide additional channels for complaints and accountability, although they face accessibility limitations for women, youth, and marginalized populations, and may not align with local norms. To enhance these systems, participants recommended offering inclusive, culturally compatible, and transparent services. Other suggestions include incorporating independent monitors or committees to oversee misconduct, verify issues, resolve conflicts, and serve as points of reference (members could include religious leaders, traditional elders, and businesspeople), and combining formal and traditional systems to improve responsiveness and legitimacy. Community sensitization is essential to ensure all groups understand and trust the grievance process.
8	SEAH and other forms of GBV (e.g., IPV) were discussed thoroughly	Participants discussed various GBV SEAH forms that are experienced at the community levels, how they are managed, the reporting mechanisms, and the existing service provides to the victims of such forms of violence. Some identified forms of GBV include FGM, early or forced marriage, rape, and domestic violence, such as physical and emotional abuse and resource denial, which occur in both urban and rural areas. Other forms of SEAH mentioned include sexual exploitation, such as exchanging food, aid, jobs, or services for sex; sexual abuse, which involves nonconsensual acts by someone in a position of power, like aid workers in offices or NGOS; sexual harassment, including comments and conduct in workplaces; and abuse of power, referring to the misuse of power to exploit vulnerable populations. Most cases are handled traditionally (the Maslaxa system), while a few report and seek justice through formal justice systems. Some reporting mechanisms are primarily managed by NGOs and INGOs, although these are mostly project or fund-based. There are no public GBV service providers in local communities; however, communities receive support from NGOS in many urban areas, though those services are not comprehensive. Many local and international agencies, including UN

No	Issue raised	How it was addressed
		agencies and NGOS like UNFPA, work on GBV-related issues.
		Participants suggested ways to manage GBV and SEAH within the BOOST project, which include a strict code of conduct, capacity building for all stakeholders involved in the project, enforcing government laws and orders against perpetrators, and raising awareness about the hotline number for reporting cases of GBV and SEAH.
9	Environment, Health and Safety (EHS)	participants stressed the existence of many environmental challenges, including land degradation from soil erosion, deforestation, desertification, unsustainable agricultural practices, pollution, poor waste management, and overfishing, threatening ecosystem sustainability. They noted that the project areas feature ecologically sensitive sites, some culturally important, which could be positively impacted (through conservation) or negatively affected (via habitat disruption). Climate change worsens droughts and flooding, causing displacement, loss of livelihoods, and infrastructure damage, further weakening community resilience and straining natural resources, particularly in cities like Mogadishu and Baidoa, which host the highest number of IDPs displaced by climate-related disasters: droughts and flooding.
		Some of the occupational health and safety hazards linked to the project that the participants indicated include unsafe working conditions, exposure to hazardous materials, and physical injuries, necessitating mitigation through proper training, protective equipment, and safety protocols. Additionally, security risks such as armed militia presence or improvised explosive devices (IEDs) pose threats during community meetings and project implementation, requiring stringent safety measures and coordination with local authorities and security agencies to ensure stakeholder protection. Addressing these EHS concerns is critical for sustainable and secure project implementation.
10	The engagement, inclusion and empowerment of marginalized and ethnic minority groups was also emphasized	The Marginalized and ethnic minority groups were among those engaged as participants in the meeting.
		They indicated various challenges that they particularly face in such projects including low political representation in the governance structures which lead that they are often overlooked in development initiatives. Inequality for resources and opportunities is also another major issue

No	Issue raised	How it was addressed
		they usually face. It was emphasized that it is important that all the systems, structures developed and to be developed under this project address these issues and increase their participation and engagement in all stages and levels.

3.2 Project Stakeholder Engagement Tools and Techniques

The PIU will apply some of the most effective mechanisms to reach identified stakeholders including vulnerable and disadvantaged groups such as IDPs, minority groups, women, youth, older persons and the traditional ethnic minorities that fit ESS7 criteria. To be effective, the FGS and FMS focal persons work within the FMS and the community will adopt various communication and participatory methods designed to inform, consult, involve, collaborate or empower. Such communication methods may include Focus Group Discussions (FGDs), public meetings, social media, local FM radios etc. Due to the obstacles such as literacy, disability mobility, cost implication etc., impeding effective participation by the vulnerable individuals and groups, the project will work closely with organizations that advocate interests of such groups to ensure their concerns are addressed and their views taken into consideration. To facilitate their participation, the project will adopt accessible communication methods (e.g., simplified materials, translation into local languages, audio and pictorial formats) and schedule consultations at times and locations convenient for the target groups. Feedback will be systematically documented and incorporated into project design and implementation plans, with follow-up communication to inform participants how their input has been used.

Moreover, a helpline has been established under the project to receive beneficiary complaints and suggestions through phone calls, written documents as well as email. Grievance Redress counters will also be established at Facilitation Centers to receive suggestions and complaints, which will be discussed at appropriate level and will be made part of the procedures.

Further, the project to ensure that engagement sessions are held at venues closer to communities. Additionally, the SEP will be implemented closely on existing citizen engagement platforms, intra-government structures, and established communication channels by the Federal Government and Federal Member States to minimize costs and maximize impact and access to stakeholders. The program engages citizens through Community Steering Committees, a toll-free Grievance Redress Mechanism, third-party monitoring, and public communication. Within government, coordination is led by MoLSA through the PIU, supported by WFP, UNICEF and local implementing partners.

Meaningful stakeholder engagement is based on the prior disclosure and dissemination of relevant, transparent, objective, and easily accessible information in a timeframe that enables meaningful consultations with stakeholders in a culturally appropriate format. The PIU and the and FMS focal persons will work to ensure that relevant project related information is available as early as possible and throughout the project life cycle in a manner, format, and language appropriate for each stakeholder group. This way, stakeholders will have an opportunity to influence the program in ways that do not present risks to those raising critical and sensitive issues regarding the project. Table 4 and 5presents methods to be applied for stakeholder engagement and information disclosure respectively. The project

team will disclose relevant project information through oral presentations during public meetings, printed materials with project information such as posters, brochures, pamphlets, non-technical summaries, on-literate diagrams etc., depending on stakeholder needs

3.3 Stakeholder Engagement Matrix

Table 4 presents the planned key stakeholder consultation matrix to be implemented during the project preparation stage through to implementation and closure.

Table 3 Stakeholder Consultation Matrix

Project Stage	Targeted Stakeholders	Topics to be discussed	Method used	Responsible party
Preparation stage: Consultation on the preparation of project documents	Federal Ministries, departments and agencies. FMSs ministries, departments and agencies, Professional bodies, International organizations, Humanitarian organizations, Development partners Youth and youth groups. Women and women groups Vulnerable persons including traditional ethnic minorities, pastoralists, elderly, orphan representatives, IDPs, returnees, minority clans and groups, persons with disabilities	Project components Project objectives Project timelines E&S risks and mitigation measures	One-to-one meetings workshop Virtual meetings using Email, Public announcements Focus group discussions Interviews	PIU

Project Stage	Targeted Stakeholders	Topics to be discussed	Method used	Responsible party
Appraisal Stage	Federal Ministries, departments and agencies; FMSs ministries, departments and agencies Learning institutions; Health institutions Women and women led organizations representative of poor households; International humanitarian and local organization; Youth and youth organizations; Community based organizations and civil society organizations Persons with disability (PWD), pastoralists, marginalized groups and clans, traditional ethnic minority groups (TEM) IDPs, returnees.	Project components and objectives Project objectives E&S risks and mitigation measures Areas of benefits GM	Work shops Focus groups Key informants' interview Community meetings and differential methods Business community meetings	PIU
Implementation stage	Federal ministries, departments and agencies FMSs ministries, departments and agencies Learning institutions; Health institutions	Community consultation and engagement Gender-based Violence issues Grievance management Project timelines and objectives	Face to face meetings Focus group discussion Grievance channels and Procedure Face to face meetings Email Public meetings X (twitter space meetings) Community meetings	PIU

Project Stage	Targeted Stakeholders	Topics to be discussed	Method used	Responsible party
	Women and women led organizations representative of poor households; International humanitarian and local organization; Youth and youth organizations. Persons with disability (PWD), pastoralists, marginalized groups and clans, IDPs, returnees. Community based organizations and civil society organization	Project implementation status	Differential meetings with the TEM groups, women and PWDs.	
Monitoring and Evaluation	Disadvantaged individuals and groups PIU (social specialists) Consultants	Implementation Monitoring committees (formal or informal)		

3.4 Project Information Disclosure

Information will be packaged and shared with the key stakeholders using different methods. The PIU will be responsible for ensuring that the information gets to the stakeholders in a timely manner. Feedback from stakeholders will be taken into view and improvements will be made to ensure robust and consistent information flow. Table 4 presents a summary of the information disclosure for the project. The SEP is a living document that may be modified and changed following input and suggestions from project stakeholders.

Table 4 Information Disclosure

Information to be disclosed	Method used	Target stakeholders	Responsibilities
Before appraisal			
Disclosure of project documents (Project Appraisal Document (PAD), SEP, ESCP)	• Websites - MoLSA and WBG • Brief summaries of the main features of the project SEP	All key stakeholders	• MoLSA PIU
After appraisal			
Publicity on project approval and roll-out plans	• Audio-visual messages on project information (radio, TV in different local languages) • Newspaper stories/supplements • Printed materials on project information • Social Media (Twitter, Facebook, Instagram, WhatsApp) • Emails • Press releases • Speeches • Websites (FGS and WBG)	All key project stakeholders	• PIU • Social specialists
Disclosure of the project documents (SEP, Labour Management Procedures (LMP), among others)	• Websites - MoLSA and WBG • Brief summaries of the main features of the project SEP • Audio-visual messages on the project (radio, TV • Newspaper stories/supplement • Social Media • Emails • Press releases • Speeches	• MoLSA and all partners involved in the project • Open access to all interested parties	• PIU • WBG Team
During implementation			
Roll-out of project activities	• Key informant interviews with key stakeholders • Community discussions (through public meetings and call-in radio sessions/activations) • Newsletters • Newspaper stories/supplement • Social media (twitter, Facebook, Instagram WhatsApp) • Email • Press releases • Speeches • Mobile phone block messages • Twitter spaces	• Participating in education and health institutions • Government departments and agencies • Youth and youth groups • Women and women groups • Vulnerable groups of representatives including pastoralists, • Non-governmental originations	• PIU • Communication expert • Social specialists

Information to be disclosed	Method used	Target stakeholders	Responsibilities
		• Development partners • Humanitarian organizations • General public	
Highlights on project activities, achievements and lessons learned	• TV/Radio spots/activations and announcements • Print materials (newsletters and flyers) • Town hall meetings • Newspaper stories/supplement • Social Media • Emails • Press releases • Speeches • Mobile phone block message	Project beneficiaries -Other interested parties	• Social specialists
Update on project process	• Print materials (newsletter, flyers, etc.) • Project progress reports • Town hall meetings	All stakeholders	• Social specialists • MoF leadership
Complaints/Compliments about the project implementation	Logs and reports from the GM focal person, GM complaints points	• Receivers of information and services • Information or Data managers	PIU and social specialists
	Surveys and direct observations of the project beneficiaries	• Different stakeholders • Disadvantaged populations and groups.	• MoLSA • Communication Officer • M&E Officer
Monitoring and reporting			
Feedback of effectiveness of different modalities of engagement	• Semi-structured interviews • Online surveys • Satisfaction surveys	Project beneficiaries	• Social specialists • M&E Officer
Quarterly	Progress report including summaries of complaints and resolution	• MoLSA offices at the Federal and State level offices	M&E officer

4. Vulnerable or Disadvantaged Individuals and Groups.

Consistent with ESS10, vulnerable or disadvantaged groups within the project are the stakeholders who may be disproportionately impacted or further disadvantaged by the project as compared with other groups due to their vulnerable status. They are more likely to be excluded from or are unable to fully participate in the mainstream consultation process. It is therefore important to put in place targeted measures/interventions such as mapping these groups, assessing project risks and impacts on them, and identify differentiated mitigation measures to ensure that they can effectively participate in project consultations processes free of coercion and duress. Such individuals or groups include persons with disabilities, women, older persons, youth, orphans and traditional ethnic minorities, among others.

Traditional Ethnic Minorities: The Bank assessed the applicability of ESS7 and determined that four groups – Bajuni, Bantu, Eyle and Gabooye/Tumal/ Yibir meet the criteria to be identified as traditional ethnic minorities. These groups are likely present in some target districts and communities where the project will be implemented. To this end, government will take dedicated steps to addressing the inclusion of vulnerable or disadvantaged individuals or groups, including traditional ethnic minorities. The government will continue to undertake detailed and meaningful consultations with this category and continuously update the SEP. The SEP will also lay out the actual process and provide more details on the concrete steps to be carried out for agreeing on the consultation plan with vulnerable stakeholders, including traditional communities, and then carrying out such consultation.[2]

4.1 Strategies for Inclusion of Vulnerable or Disadvantaged Individuals or Groups

The project implementation teams will ensure effective engagement of vulnerable or disadvantaged individuals or groups to ensure their needs and concerns in terms of accessing information, services, project benefits and opportunities, and any other challenges experienced during project implementation are timely addressed. Organizations working with or representing the interests of these groups including Civil Society Organizations (CSOs) and Community Based Organizations (CBOs) will continue to be consulted in the respective areas of operation on how best to ensure inclusivity and receive feedback from the communities.

Special sessions will be held with such groups to ensure their needs are captured and voices heard including where necessary conducting separate FGDs for women and youths amongst them. The project will endeavor to enhance women participation by providing transport facilitation as well as childcare opportunities, (ii) engaging current women's organizations or establishing new ones to ensure that women's voices are heard, and their needs are met and (iii) including youth representatives to connect with younger populations and gather their insights on priorities and concerns.

The project team will also use female facilitators to ensure women have appropriate space and a safe environment to air their views. Besides these, the project team will adopt the following strategies recommended by the consulted stakeholders.

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[2] This SEP is at the draft stage and a chapter on the inclusion of the Traditional Ethnic Minorities will be included prior to the project implementation.

- Utilize preferred methods for receiving project related information through public meetings, formal letters, emails, community outreach programs, sign boards and by mobile phones and social media;

- Conduct periodic community feedback sessions and use of printed materials such as brochures and flyers containing relevant project information in local language;

- Establish community advisory boards or community-based steering committees with representatives from all clans and marginalized groups to ensure inclusivity.

- Provide regular feedback mechanisms, such as surveys and grievance management platforms can promote inclusivity.

- Engage district and ward-level administrators, women's representatives, disability rights organizations, and NGOs championing the interest of marginalized individuals and groups to enhance inclusivity.

- Undertake effective consultation and engagement with clan elders at the local government and FMS level, religious leaders, women's group leaders, and youth association heads, local NGOs working with and championing the interest of vulnerable individuals and groups.

- Establish a clear and accessible grievance mechanism, involving traditional elders in dispute resolution, and maintaining transparency through regular public updates. Confidential reporting channels should also be made available. Preferred channels for raising grievances include direct reporting to project staff and use of toll-free lines.

- Utilize open and transparent selection criteria for job recruitments, engaging local leadership, minority groups and utilizing geospatial mapping tools to identify underserved areas and routinely assess their participation.

Further the project will continue undertake the following to ensure effective participation of vulnerable or and disadvantaged individuals or groups including the TEMs.;
- Identify, map and document community governance structures currently operating in the respective project sites.

- Identify additional local CSOs and CBOs working with and championing the interest of these groups. This will also require the FMS Secretariat to make reasonable efforts to verify that such organizations and persons do, in fact, represent the views of such individuals and communities, and that they are facilitating the communication process in an appropriate manner. The protocol for verification of the legitimacy of such organizations

- Ensure continued involvement and engagement of the identified community-based governance structures in all the project processes including targeting and engaging project beneficiaries.

- Seek input/feedback of the identified community-based governance structures and other stakeholders to avoid or minimize the potential E&S risks and impacts associated with the planned interventions on these groups.

- Address the barriers that are likely to impede their access to project benefits and opportunities.

- The mitigations to address the barriers as provided by the stakeholders engaged include focused awareness campaigns, ensuring timely access to project information and that all beneficiary communities are involved and informed, providing transport facilitation for remote participants, and ensuring safe and culturally sensitive meeting environments.

- Further, the beneficiary selection criteria and process need to be publicly and extensively disclosed to all stakeholders prior to commencement of the process and should also involve diverse community leaders.

5. GRIEVANCE MECHANISM

5.1. Purpose of GM

A Grievance Mechanism is a system that allows not only grievances, but also queries, suggestions, positive feedback, and concerns of project-affected parties related to the environmental and social performance of a project to be submitted and responded to in a timely manner.

The objective of the Grievance Mechanism (GM) is to strengthen accountability and ensure transparency to beneficiaries. It also provides channels and structures for project stakeholders to provide feedback and/or express grievances related to project supported activities. By increasing transparency and accountability, the GM aims to reduce the risk of the project inadvertently affecting citizens/beneficiaries and serves as important feedback and learning mechanism that can help improve the project impacts.

The GM aims to address project-related concerns in a timely and transparent manner and effectively. Information on the GM will be readily available to all project-affected parties, interested parties and vulnerable and disadvantaged individuals and groups. The GM is designed in a culturally appropriate way and able to respond to all needs and concerns of project-affected parties. The availability of these GMs does not prevent recourse to judicial and administrative resolution mechanisms.

To comply with ESS10, a project-specific grievance mechanism that is currently being used and established under the parent project to handle complaints and grievances for the project. A separate GM has been rolled out for project workers if such cases arise.

The project will also ensure grievance measures include mechanisms for safe and confidential reporting of cases of GBV (for project employees only), and partnership arrangements include measures to protect against incidence and to provide GBV services should cases of GBV/SEA arise during project implementation.

5.2. Grievance mechanism flow chart for cases of different risk levels

The project wide grievance mechanism is detailed below
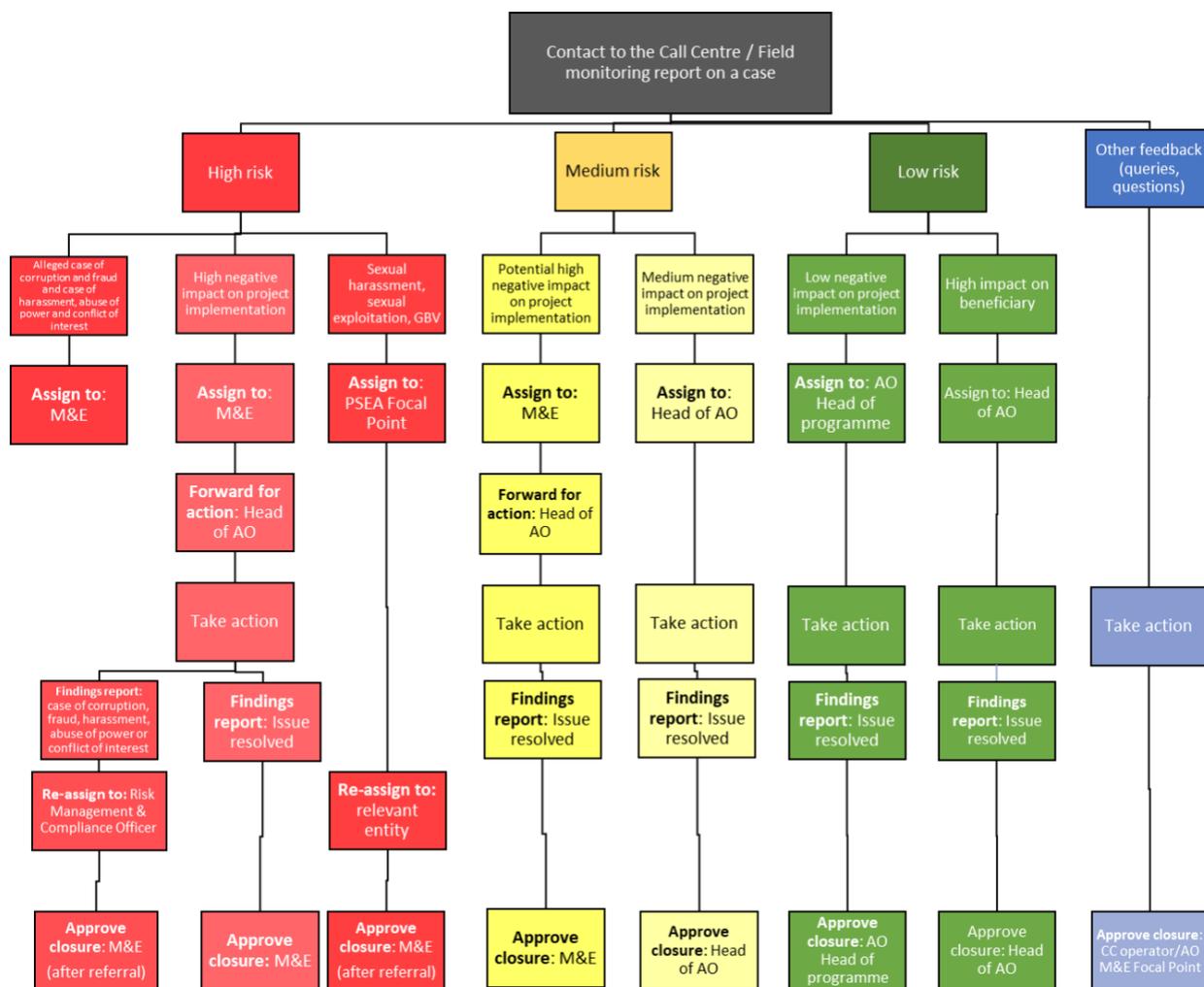
Table 5 Grievances Action Timelines

Risk level		Take Action	Interim progress report	Closure timeline
High	Alleged cases of fraud and corruption and cases of collusion, harassment, and conflict of interest or Cases with high negative impact on programme implementation or Cases of sexual harassment, sexual exploitation or GBV (staff related)	Within 48 hours	Within 1 week	Within 1 month
Medium	Cases of possible high negative impact on programme implementation or Cases with medium impact on programme implementation	Within 48 hours	Within 2 weeks	Within 1 month

Risk level		Take Action	Interim progress report	Closure timeline
Low	Cases with high impact on beneficiary	Within 1 week	Within 2 weeks	Within 1 month
	Cases with low impact on programme implementation	Within 1 week	Within 2 weeks	Within 2 months

Important Note: "Take action" and "interim progress report" refer to action/comments in the CRM online system. We currently do not report on those times.

A Grievance Committees (GC) will be established at the federal level and chaired by the Project Coordinator (PC) while the Social Specialist will serve as the secretary, as well as the key Focal Point in charge of grievance management under the project. The main task of the committee is to review progress on complaints resolution and assess overall effectiveness of the GM. Membership to the GC will include staff responsible for procurement, finance, Monitoring and Evaluation (M&E), and communication, among others. In addition, staff from the relevant line Ministries at the FGS level will be invited as required.

Social Specialist
Specifically, the Social Specialist will:
- Coordinate the formation of Grievance Committees (GCs) at the FGS and FMS levels prior to commencement of project activities;
- Support resolution of all projects related grievances in collaboration with FMSs E&S Focal Points and communities;
- Maintain and regularly update the overall project GM log detailing grievances, received, resolved, and closed;
- Monitor the performance of the GM through quarterly audits and recommend any corrective actions as appropriate;
- Compile and prepare consolidated quarterly GM monitoring reports and submit to the WB through the PIU;
- Liaise with the PC to ensure adequate resources are allocated for implementing the GM.
    Facilitate GM trainings for BOOST-YOU staff and stakeholders in the counties as well as information dissemination to beneficiaries in liaison with FMS.

The entry point for all grievances at will be the E&S specialist at the federal level and E&S Focal Point at the federal and local level who will receive grievances, acknowledge, log, forward, follow up on grievance resolution and inform the complainant of the outcome. The complainant has the right to remain anonymous, in which case their identifying details will not be logged. Measures will also be put in place to ensure whistle-blower protection. Grievances related to the overall project will be dealt with by the federal level while those regarding project activities at FMS level will be resolved in conjunction with respective FMS focal points. The FGS Social Specialists will train FMS E&S Focal Points and staff from relevant ministries at state level, as well as community grievance committees on complaints handling and reporting.

5.3. Grievance Mechanism Process Steps:

The project will adopt the following steps in resolving project related grievances.

Step 1: Reporting and Receiving Grievances.

Grievances can be submitted by email, publicized toll-free phone lines managed by the Social and GM dedicated staff at the FGS level, letters, walk-ins to FGS and FMS offices, verbally through project GM Focal Points at both FGS and FMS levels or through community channels, use of anonymous/suggestion boxes in community centers. The project GM will not prevent access to judicial or administrative remedies. The project team will inform all stakeholders about the grievance process in the course of its community engagement activities and will make publicly available a record documenting the responses to all grievances received. The project GM will also allow receipt and resolution of anonymous complaints and will incorporate existing traditional grievance mechanisms.

Step 2: Recording and processing of grievances.

Documentation of complaints and grievances is important, including those that are communicated informally and orally. Records provide a way of understanding patterns and trends in complaints, disputes, and grievances over time. While transparency should be maintained for example, through regular reports on issues raised and rates of resolution, – provision should also be made for confidentiality of information or anonymity of the complainant(s) especially where SEA/SH cases are involved. At both the FGS and FMS levels, all submitted complaints and grievances will be entered into the grievance log/register and archived including all scanned documents received or related to the case along the process. A sample grievance log is provided in Annex Once logged, the grievance should be assessed, assigned to an individual for management, tracked and closed out or "signed off" when resolved, ideally with the complainant(s) being consulted, where appropriate, and informed of the resolution.

Step 3: Reviewing and Investigating and Resolution of Grievances.

All grievances will need to undergo some degree of review and investigation, depending on the type of grievance and clarity of circumstances. Once the grievance is well understood, resolution options can be developed taking into consideration stakeholders' preferences, project policy, past experiences, current issues, and potential outcomes.

Step 4: Feedback mechanism.

One of the most important steps of the project GM is to provide clear feedback of outcome to the complainants. The GM staff or focal persons are responsible to give feedback to the complainants via email, message, phone call or verbal. The complainants must know that their complaints were recorded and that the issue is being investigated. In case of anonymous complaints, acknowledgement will not be possible. The complainants shall receive acknowledgement feedback within 7 working days after the issue is reported. The resolutions agreed upon must also be recorded in the grievance log for purposes of tracking grievance management and reporting. The project GM will use various approaches for acknowledgment and communicating the grievance outcome and this includes:

a. Email/messaging: Either an automatic or manual reply will be sent to the complainants confirming the receipt of their complaints and getting back to them after analyzing it. The complainant, who has sent his /her grievance through email, will receive the final feedback through email.

b. Grievance resolution form: A printed, or soft copy grievance resolution form will be used. The form and other GM related templates (grievance acknowledgement form, grievance log template, GC meeting format, and grievance resolution form) are provided in Annex.

c. Phone call: The complainant, who has shared his/her grievance through mobile, will also receive feedback through a call by relevant GM FP, or verbally.

Step 5. Monitoring and Reporting of Grievance Mechanism.

Monitoring and reporting can be a useful tool for measuring the effectiveness of the GM and for determining broad trends and recurring problems so that they can be resolved proactively before they become points of contention. Monitoring and reporting create a base level of information that can be used to report to communities. To ensure smooth operation of GM, the GM staff or the focal person at all levels will conduct frequent supervisions and monitoring missions on GM to ensure that it is functioning as anticipated, and GM aspects are included in regular reporting mechanism. The status of grievances received and resolved or escalated will be reported monthly for compilation and submission to the WB.

5.4. Reporting and Managing Incidents of SEA And GBV

Sexual Exploitation and Abuse

Prevention of SEA/H applies to allegations of acts committed by project workers, including contracted workers, consultants and interns, cooperating partners, and external service providers. Reports of alleged cases of sexual exploitation and harassment related to project can be received from anonymous letters, incident reports, emails, or through the call center and regular monitoring. In situations involving third party reporting of GBV or SEA, the balance between the survivor center approach (where consent is mandatory) and the obligation to report presents a real challenge. The project will work with other protection actors over the course of the project to determine the most appropriate actions to take in such a scenario.

Referral Pathway

a) Staff who receive and/or report allegations who are not a designated SEA focal point (including call center operators) must:

- Upon consent of the affected person, inform a designated Focal Point at the field or country level as soon as possible.

- Provide accurate information about where to receive assistance e.g. medical/clinical, legal, psychosocial support (address, phone number).

b) Upon receipt of a complaint or referral, the Focal Point will ensure that consent has been obtained before reporting the incident.

All employees and SEA Focal Points/Alternates are bound to maintain confidentiality of all reported allegations, including the identity of complainant/s and subject/s. Personnel who report misconduct in good faith have the right to be protected against reprisals and retaliation. Thereafter, the PIU will launch an independent assessment of the cases and conduct investigations as required. The PIU will notify the World Bank of any project related GBV/SEA case occurring within 24 hours of being reported. During the investigation process, all efforts will be made to keep the identity of personnel and others involved in the investigation confidential. The requirement for confidentiality extends equally to all those involved in, or with knowledge of, the investigation.

If requested, the staff/call operator that received the complaint can act as a liaison between the complainant (including his/her family) and those persons conducting any subsequent investigation, ensuring at all stages that the safety, health and legal needs of the complainant are taken into consideration and that he or she is not subject to intimidation as a result of lodging the complaint.

c) **If the complaint implicates a staff member of a different organization** such as the cooperating partner, a copy of the incident report will be forwarded to the SEA Focal Point in the organization subject to an allegation, and the World Bank. The PIU will discuss and agree with the Focal Point on the responsibilities for follow up on the safety, security, health and legal needs.

d) **If the complaint is a rumor or the alleged perpetrator (s) affliction is unknown**, a copy of the incident report will be forwarded to the World Bank. The will call for a meeting of the Taskforce that consists of designated Focal Points. The PIU Taskforce will be asked to develop a strategy for assessing the veracity of the rumors or allegations.

e) **Sanctions:** Any acts of SEA constitute serious misconduct and is grounds for disciplinary measures, including summary dismissal for staff and referral to enforcement authorities for criminal prosecution, where appropriate.

f) A grievance can be submitted either in writing, telephonically or physically. It can be submitted at the GM offices within the MoLSA headquarters, which have a dedicated contact centre that operates a toll-free hotline. It can also be submitted by physically visiting Baxnaano PIU or Baxnaano Facilitation Centers in the field. Grievances may be submitted through the following channels:

Medium	Contact address
Email address	grm@baxnaano.gov.so
Suggestion box	*MoLSA Labour GM Office located at Jubba Road, Mogadishu, Shangani, Somalia.*
Telephone	**2668**
Toll free line	*2668*
BFC	*Baxnaano Facilitation Centers established in Benadir Region*

6. RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT ACTIVITIES

6.1. Resources

The senior social safeguard and communication specialists at the MoLSA will be in charge of stakeholder engagement activities, together with the communication officer. Table 5 presents a tentative budget for implementing the SEP.

Table 6 Estimated Budget for Implementation the SEP

Stakeholder Engagement Activities	Timeline	Q-ty/per years (months)	Unit Cost, USD per year	No. of years	Total cost (USD)
Training Programs	Before sub-project implementation	Per year	20,000	1 year	20,000
Community consultation and feedback meetings	Before sub-project implementation	Approx. 21 meetings	5,000	5 year	25,000
FM radio press conferences and call ins (one per year at FGS and FMS levels)	Before sub-project implementation	Once a year	30,000	1 year	30,000
Communication materials (leaflets, posters on project and GM, GM forms, registers in Somali)	Before sub-project implementation	Per year	20,000	1 year	20,000
Monitoring Visits by PIU -FMS Focal Points to the Field.	Once component activities start	Per quarter	10,000	1 years	40,000
Subtotal					135,000.00
Contingency 5%					6,750.00
Total					141,75

7. MONITORING AND REPORTING

The Project will establish a Monitoring and Evaluation (M&E) System that is participatory, which will utilize indicators that are sensitive to concerned stakeholders. Furthermore, the project will involve affected parties by gathering their observations to triangulate scientific findings and involve them in participatory discussions of external monitoring and evaluation missions.

7.1. Summary of how SEP will be monitored and reported upon (including indicators)

The PIU will monitor the SEP per the requirements of the Legal Agreement and the Environmental and Social Commitment Plan (ESCP) including changes resulting from changes in the design of the project or project circumstances. The extent and mode of Stakeholder monitoring concerning environmental and social performance would be proportionate to the potential environmental and social performance risks and impacts of the project and their effect on the various stakeholder interests.

The following M&E actions will be undertaken regarding stakeholder interests in line with the environmental and social performance of the project, which will include:

- Conducting stakeholder engagement in a consultative manner, following the SEP, and building upon the channels of communication and engagement as established with stakeholders

- Collection of feedback from stakeholders through planned stakeholder consultations activities during implementation on the environment and social performance of the project, and on the implementation of the mitigation measures outlined in the ESCP. The M&E team will also provide insight on the effectiveness of the measures deployed by the project to address any identified potential E&S risks.

- Periodic reviews of compliance with requirements of the legal agreement, including the ESCP.

  Where appropriate, engage stakeholders and third parties such as independent experts, local communities, or non-governmental organizations (NGOs), to complement or verify project stakeholder monitoring information. Where other agencies or third parties would be responsible for managing specific risks and impacts and implementing mitigation measures, the Government would collaborate with such agencies and third parties to establish and monitor such mitigation measures.

7.2. Reporting back to stakeholder groups.

The stakeholder engagement process will aim to support the development of strong, constructive, and responsive relationships among the key Project stakeholders for successful management of the project's environmental and social risks and preparing stakeholders for the Project. Effective stakeholder engagement between the Government and project stakeholders improves the environment and social sustainability of projects, enhances project acceptance, and makes a significant contribution to successful project design and implementation.

All stakeholder engagement meetings will have minutes, which will be stored in the project stakeholder engagement database; this will be to ensure that (i) there are records that can be referred to and that all

views raised are taken into consideration, and (ii) commitments made are delivered upon. In addition, the outcomes of the stakeholder engagement activities with comments that have been considered will be reported in the ESCP and monitoring progress reports by all parties. Despite this being for internal use only, it will result in an annual report on stakeholder engagement under the project. The Ministry of Labor & Social Affairs (MoLSA) through the Project Implementation Unit (PIU) will shoulder full responsibility for engaging with the stakeholders. To further entrench the systems and capacity building initiative a Social Development Specialist based within the PIU will be tasked with the coordination of the stakeholder engagement activities for the project.

ANNEXES

Annex 1: Stakeholder Engagement Meetings for Boost You Project

Stakeholder Engagement meeting, held in Mogadishu on May 10, 2025

Key topic/theme	Notes
Summary of the meeting	On May 10, 2025, the Baxnaano project team held a full-day stakeholder engagement workshop in Mogadishu for the Building Opportunities and Outcomes in Social Protection and Youth Employment in Somalia (BOOST-YOU) project. The workshop was part of the project's appraisal and consultation phase, which contributed to developing the *Figure 1: participants from various stakeholders of the project actively engaging in the presentation of the project information* concept note and aimed to inform, gather insights, and obtain inputs from key stakeholders of the project. The workshop brought together a diverse group of thirsty (30) twelve 12 of which were women and the rest were men) participants, including representatives from civil society organizations, non-governmental organizations, academic institutions, researchers from think tanks, media, and various community leaders such as teachers, school principals, and religious leaders in the different districts of Mogadishu. Also in attendance were officials from key government entities, including the Ministries of Labour and Social Affairs, and Youth and Sports, as well as the Baxnano project team, among others. Some of the participating organizations represent marginalized communities and actively advocate for their rights. Notably, several participants were themselves members of these communities. Stakeholders demonstrated strong commitment by attending the workshop despite the heavy rains that fell the previous night, causing flooding and poor road conditions. They highlighted the importance and relevance of the BOOST-YOU project to their constituencies, institutions, and, overall, to the Somali people, particularly the target.

Key topic/theme	Notes
Project Concept Introduction (opening remarks and presentations)	The event was officially opened by Mr. Zakariya Abdi Hashi, Director of Capacity Development and Employment at the Ministry of Labour and Social Affairs, who spoke on behalf of the Director General. The Director General had been scheduled to deliver the opening remarks but was unable to attend due to emergency response responsibilities triggered by the flooding and rains. *Figure 2: Mr. Zakariya Abdi Hashi, Director of Capacity Development and Employment at the Ministry of Labour and Social Affairs, attending the consultation workshop* In his opening remarks, Mr. Zakariya outlined the objectives of the workshop for the government and reaffirmed the Ministry's commitment to the BOOST-YOU project. He emphasised the project's strategic relevance to Somalia's development goals, particularly in relation to youth employment and social protection. He called on stakeholders to provide open, constructive, and honest feedback and input that would shape the development of the proposal. "*Now is the right time to contribute your thoughts and insights to ensure that this project reflects the real needs and concerns of all communities—including those not present here today—as you represent diverse groups and institutions,*" he stated. *Figure 3: Baxnaano project manager, Ms Fardowsa, delivering keynote opening remarks at the opening of the stakeholder engagement* Ms. Fardowsa Ahmed Abudllahi, the Project Manager of Baxnaano, delivered remarks highlighting the importance of the consultation in shaping the different phases of the BOOST-YOU project. She emphasised that the project aims to effectively address the needs of Somali youth, who are disproportionately affected by high unemployment rates in the country. She added that this project is designed to target disadvantaged and unemployed youth while also sustaining support for marginalised and vulnerable groups, including women and children. She also provided a brief overview of the Baxnaano project, outlining its key achievements to date and its relevance as a foundation for the BOOST-YOU initiative. Following her remarks, participants were presented with the concept note of the project through a comprehensive presentation. This included an in-depth overview of the objectives of the project, target areas and groups, key components, expected outcomes, proposed theory of change, core interventions and alignment with previous initiatives, and anticipated risks and challenges. The aim was to ensure participants were fully informed and equipped to engage in meaningful, expert-level discussions around the project's thematic areas, guided by specific consultation questions. *(See attached presentation in Annex.)* The presenter underscored the project's commitment to inclusive stakeholder engagement at all levels. It was noted that the BOOST-YOU project builds upon the foundations of the Baxnaano program, which stakeholders are already familiar with,

Key topic/theme	Notes

Figure 4: Ali Ibrahim, a member of the project team, presenting the project overview to the participants.

and that the initiative continues to evolve to reflect emerging needs better, address new concerns, and build on past successes

Scene setting plenary discussion

Following the presentations, workshop participants had the opportunity to ask questions and engage in a plenary discussion to provide feedback on the project and the information presented. Guided by a set of scene-setting questions, participants reflected on the project overview and explored key aspects of the consultation, including inclusivity, grievance management, and environmental health and safety. The guiding questions that informed the plenary discussion included:

- How relevant are the project goals to the local context?
- Are there additional risks or challenges not captured in the concept note?
- How can the project ensure the inclusion of women, youth, and marginalised groups?
- How can stakeholder engagement be sustained throughout the project cycle?

Participants engaged actively in the discussion and unanimously affirmed the project's relevance to the local context. They noted that the initiative addresses some critical challenges the community faces, particularly vulnerable groups, including higher unemployment, poverty, and mortality rates. Many expressed optimism that, if implemented effectively, the project could bring significant positive change, especially for young people, women, and disadvantaged populations.

Additionally, participants highlighted several challenges and risks, including sustainability risks, particularly regarding potential funding gaps that could impact the project's long-term efficacy. Accountability was also recognised as a significant challenge, given that government institutions will oversee project implementation. Data reliability and accuracy were noted as issues that could impede effective

Key topic/theme	Notes
	decision-making, especially in identifying project beneficiaries, as reliable and verified census data measures exist in Somalia.

Participants proposed prioritising job creation and skills training in high-demand areas for women, youth, and marginalised communities. This can be communicated through radio and text messages via telecom companies, along with community consultations and town hall meetings to introduce and emphasise the importance of these TVET opportunities and technical skills, which Somali youth do not favour due to cultural barriers. However, these areas present many new opportunities as emerging technologies are increasingly utilised in Somalia, where there is a shortage of local technical labour. Suggested vocational and entrepreneurial skills included:

  - Engineering, masonry, carpentry, plumbing, wiring, and furniture-making
  - Culinary services, cleaning services, and event management
  - Tailoring, beauty salon services, and digital literacy
  - Village Savings and Loan Associations (VSLA) and local support groups such as *Ayuuto* for women

Participants further recommended clearly defined roles for each stakeholder, supported by strong government oversight to ensure continuous engagement throughout the project cycle. Suggestions included:

  - Establishing mechanisms for transparent project updates, such as publicly accessible town hall meetings held quarterly or biannually, where project status, opportunities, and updates can be shared with the community and stakeholders.
  - Creating a centralised and regularly updated digital database where stakeholders can access comprehensive project information.
  - Decentralising implementation roles to relevant private sector and civil society actors, such as microfinance institutions (to deliver financial services), universities and TVET institutions (to offer technical training), and NGOS (to support capacity-building activities), etc. |
| **Stakeholder Consultation Aspects:**

  - Stakeholder Engagement | Following the plenary session, participants were divided into groups to discuss various aspects of the projects, particularly inclusion, grievance management, forms of GBV, and environmental health and safety. Guiding questions were provided for each aspect. The feedback and discussion notes below reflect the group discussions.

During the stakeholders engagement consultation, participants appreciated the appraisal process's participatory nature, noting this inclusive approach marked a shift from previous project development practices. The engagement was culturally appropriate, intergenerational, and gender-inclusive, allowing participants to express their preferred involvement in the project cycle and suggest ways to engage other community members meaningfully. |

Key topic/theme	Notes
Targeting and inclusion	The participants proposed several steps and measures to ensure inclusivity among the project beneficiaries and targeted stakeholders. - The participants emphasised the importance of including or consulting community leaders and individuals who understand the most vulnerable members of the community and the challenges they face. - To ensure a meaningful and lasting impact, the participants suggested prioritising inclusive education and skills training, equipping people with the necessary tools for long-term resilience and development even after the project. - The participants emphasised that special attention is given to marginalised groups, particularly those lacking representation or often overlooked in development initiatives. - To promote fairness and accountability, a distinct evaluation process should be conducted using transparent and clearly defined selection criteria. Independent monitors should oversee the processes to ensure that support reaches those most in need. - Participants expressed concerns about gender inequality in past interventions, particularly in employment, where males are favoured. However, they praised the project for offering equal opportunities for both genders and urged it to intentionally address this imbalance and promote equal opportunities in all stages. - Ensuring social justice and equity in identifying and supporting priority groups was also emphasised as a core value for the project implementers. - Additionally, the importance of community-wide sensitisation has been noted as critical before project implementation to foster understanding and collective ownership. - Finally, it is recommended that the project's planning and design be grounded in a long-term vision to ensure sustainable outcomes rather than being driven by short-term goals.
Grievance Management	Participants discussed various community conflicts, including land disputes, gender discrimination, unequal access to resources, exclusion of marginalised groups, and clan-based discrimination. This discrimination arises not only from external institutions but also from clan leaders who represent their clans in power-sharing discussions. Traditional conflicts, often stemming from grazing and pasture issues, further complicate the situation. In urban areas, these conflicts are exacerbated by structural inequality and prolonged political instability. Participants also discussed more effective management of grievances and conflicts within this project. Communities rely on traditional dispute resolution mechanisms, such as elders and customary systems (xeer), to address local disputes, even in urban areas. Formal grievance mechanisms (GMs) are being introduced in development projects to provide additional channels for complaints and accountability, although they face accessibility limitations for women, youth, and marginalised populations, and may not align with local norms. To enhance these systems, participants recommended offering inclusive, culturally compatible, and transparent services. Other suggestions include incorporating independent monitors or committees to oversee misconduct,

Key topic/theme	Notes
	verify issues, resolve conflicts, and serve as points of reference (members could include religious leaders, traditional elders, and businesspeople), and combining formal and traditional systems to improve responsiveness and legitimacy. Community sensitisation is essential to ensure all groups understand and trust the grievance process.
SEAH and other forms of GBV (e.g., IPV)	Workshop participants discussed various GBV SEAH forms that are experienced at the community levels, how they are managed, the reporting mechanisms, and the existing service provides to the victims of such forms of violence. Some identified forms of GBV include FGM, early or forced marriage, rape, and domestic violence, such as physical and emotional abuse and resource denial, which occur in both urban and rural areas. Other forms of SEAH mentioned include sexual exploitation, such as exchanging food, aid, jobs, or services for sex; sexual abuse, which involves nonconsensual acts by someone in a position of power, like aid workers in offices or NGOS; sexual harassment, including comments and conduct in workplaces; and abuse of power, referring to the misuse of power to exploit vulnerable populations. Most cases are handled traditionally (the Maslaxa system), while a few report and seek justice through formal justice systems. Some reporting mechanisms are primarily managed by NGOs and INGOs, although these are mostly project or fund-based. There are no public GBV service providers in local communities; however, communities receive support from NGOS in many urban areas, though those services are not comprehensive. Many local and international agencies, including UN agencies and NGOS like UNFPA, work on GBV-related issues. Participants suggested ways to manage GBV and SEAH within the BOOST project, which include a strict code of conduct, capacity building for all stakeholders involved in the project, enforcing government laws and orders against perpetrators, and raising awareness about the hotline number for reporting cases of GBV and SEAH.
Environment, Health and Safety (EHS)	In response to the discussion guiding questions, participants acknowledged most environmental challenges, including land degradation from soil erosion, deforestation, desertification, unsustainable agricultural practices, pollution, poor waste management, and overfishing, threatening ecosystem sustainability. They noted that the project areas feature ecologically sensitive sites, some culturally important, which could be positively impacted (through conservation) or negatively affected (via habitat disruption). Climate change worsens droughts and flooding, causing displacement, loss of livelihoods, and infrastructure damage, further weakening community resilience and straining natural resources, particularly in cities like Mogadishu and Baidoa, which host the highest number of IDPs displaced by climate-related disasters: droughts and flooding. Some of the occupational health and safety hazards linked to the project that the participants indicated include unsafe working conditions, exposure to hazardous materials, and physical injuries, necessitating mitigation through proper training, protective equipment, and safety protocols. Additionally, security risks such as armed militia presence or improvised explosive devices (IEDs) pose threats during community meetings and project implementation, requiring stringent safety measures and coordination with local authorities and security agencies to ensure stakeholder protection. Addressing these EHS concerns is critical for sustainable and secure project implementation.

Key topic/theme	Notes
Some photos captured during the consultations	

Annex 2. List of the participants of the stakeholder engagement meeting held on May 10th, 2025, in Mogadishu.

No.	Organization / Affiliation
1	Women's Development Association (WDA)
2	Local Youth Empowerment Network (LYEN)
3	Ministry of Labour and Social Affairs (MoLSA)
4	Daynile Health Center
5	Somali Disability Advocacy Network (SDAN)
6	Religious Leaders Council
7	Faadumo Women Group
8	Local Civil Society Forum
9	Education Stakeholder / School Principal
10	Youth & Peacebuilding Organization (YPO)
11	MoFBE
12	Heritage Institute for Policy Studies
13	ANPPCAN-SOM
14	City University of Mogadishu
15	Somali Non-State Actors (SONSA)
16	Somali Non-State Actors (SONSA)
17	City University of Mogadishu
18	Community Concern Action
19	ADRO
20	Sir Foundation
21	Benadir Regional Administration (BRA)
22	MoLSA
23	MoLSA
24	MoLSA
25	Lifeline Organization
26	Community member
27	Community Member
28	MoLSA
29	MoLSA
30	MoLSA

Annex 3: Stakeholder Engagement Meetings for the H&N CCT and Ei Pilot in Garasbalay & Daynile Districts.

Introduction and Background

The Baxnaano (BRA) recently conducted a stakeholder consultation at the Forilow Primary Health Care Center in Garasbalay & Daynile districts. The meeting focused on the Health and Nutrition Co-Responsibility Cash Transfer (H&N CCT) and Economic Inclusion initiatives under the Baxnaano program. Attendees included local community mobilizers, sub-location administrators, civil society organizations, local businesses, health sector representatives, women's groups, and representatives from disadvantaged and project target groups. The primary objective was to discuss and enhance collaboration among various stakeholders to raise awareness and ensure effective implementation of the H&N CCT and Economic Inclusion initiatives.

The primary objective of the meeting was to convene various stakeholders and local community leaders to discuss the Co-responsibility Cash Transfer and Economic Inclusion projects led by the Somali Government's Ministry of Labour and Social Affairs (MoLSA). The aim was to enhance collaboration with the local community and raise awareness about the Cash Transfer and Economic Inclusion initiatives. The stakeholder consultation on the Health and Nutrition Co-Responsibility Cash Transfer (H&N CCT) and Economic Inclusion initiatives aims to foster collaboration and gather insights from diverse community representatives.

Objective of conducting the Consultative meeting

The consultative meeting was conducted in the community before launching the program for following important reasons:

1. **Community Buy-In and Support**: Engage the community for building the trust and gain their support, which is critical for the program's success.
2. **Needs Assessment**: Ensure that the program addresses the actual needs and priorities of the community, rather than assumptions made by outsiders.
3. **Cultural Relevance and Appropriateness**: Get community input to tailor the program to local customs, beliefs, and practices, increasing its acceptance.
4. **Transparency and Accountability**: Promotes openness about the program's goals, methods, and expected outcomes, helping prevent misunderstandings.
5. **Identification of Resources and Partners**: Encourage communities to offer valuable resources, local knowledge, or individuals who can contribute to or lead parts of the program.
6. **Mitigation of Resistance**: Involve community members to reduce resistance and apprehensiveness toward the program.
7. **Sustainability**: Increase program sustainability in the long term as the community feels ownership and responsibility.

In summary, consultative meetings ensure that programs are inclusive, relevant, effective, and sustainable by incorporating the voices and insights of those who will be most affected.

The agenda for the meeting is structured as follows:
1. Welcome and Opening Remarks
- Introduction of participants
- Overview of the consultation's objectives

2. Presentation on H&N CCT and Economic Inclusion Initiatives.
- Detailed explanation of the programs' goals and implementation strategies.
- Discussion on the integration of social protection with health and nutrition service.
3. Community Engagement and Mobilization Strategies.
- Exploring effective methods to raise awareness about the initiatives.
- Strategies to encourage active participation from community members.
4. Addressing Challenges and Identifying Opportunities
- Open forum for stakeholders to voice concerns and potential obstacles
- Collaborative brainstorming on solutions and leveraging community strength
5. Action Plan Development
- Outlining specific steps for the rollout of the H&N CCT and Economic Inclusion programs
- Setting timelines and assigning responsibilities to ensure accountability.

Overview of the Baxnaano Projects.
The Baxnaano (BRA), in collaboration with the Baxnaano program's Social Development Unit, organized a consultative meeting focusing on the Health and Nutrition Co-Responsibility Cash Transfer (H&N CCT) and Economic Inclusion initiatives. This gathering brought together local community mobilizers, sub-location administrators, and project target groups to discuss the implementation of these initiatives across the four sub-location administrative in Garasbalay and Daynile within the Benadir Region.

The Health and Nutrition Co-Responsibility Cash Transfer (H&N CCT) and Economic Inclusion initiatives are integral components of Somalia's Baxnaano program, the nation's first national social protection platform. These initiatives aim to alleviate poverty, reduce stunting and wasting in target communities and enhance human capital by providing financial support linked to health and nutrition services, particularly targeting the lowest quantile of target populations including pregnant and lactating women and children less than 2 years of age.

Stakeholder consultations play a crucial role in the successful implementation of these initiatives. By engaging local community mobilizers, sub-location administrators, civil society organizations, health sector representatives, women's groups, and representatives from disadvantaged communities, these consultations ensure that the programs are tailored to the specific needs and contexts of the communities they serve. Such collaborative discussions facilitate the identification of challenges, opportunities, and strategies for effective program delivery and sustainability.

For instance, in the Deynile and Garasbalay districts, the Baxnaano program has targeted 15,000 individuals for health and nutrition benefits and provided job training to 1,000 young individuals aged between 18 to 35 years. Stakeholder consultations in this context have been instrumental in addressing key health and nutrition challenges, promoting economic inclusion for youth, and establishing performance indicators to monitor the impact of these initiatives.

In summary, the H&N CCT and Economic Inclusion initiatives represent a collaborative effort to integrate social protection with health and nutrition services in Somalia. Through comprehensive stakeholder consultations, these programs aim to enhance community engagement, ensure effective implementation, and ultimately improve health and economic outcomes for vulnerable populations.

Purpose and goals of the Baxnaano the H&N CCT and Economic Inclusion initiatives

The Baxnaano program, initiated by the Federal Government of Somalia, aims to provide cash transfers to targeted poor and vulnerable households, establishing the foundational elements of a national shock-responsive safety net system. Within Baxnaano, the Health and Nutrition Co-Responsibility Cash Transfer (H&N CCT) and Economic Inclusion initiatives have been developed to address specific challenges.

Health and Nutrition Co-Responsibility Cash Transfer (H&N CCT):

Objective: To enhance maternal and child health and nutrition outcomes by providing financial support to the poorest households, contingent upon the utilization of essential health and nutrition services for targeting approximately 15,000 pregnant and lactating mothers, as well as children under two years old in the Daynile and Garasbalay districts of the Banadir region. Beneficiaries are required to engage in key health interventions, including antenatal and postnatal care, immunizations, and nutrition awareness sessions, to receive cash transfers.

The specific objective of Economic Inclusion Initiative is to empower youth by providing them with the necessary skills and support to secure employment or start their own businesses, thereby promoting economic self-sufficiency and reducing poverty. Baxnaano project will be offering job training to 1,000 young individuals aged 18 to 35 from the Daynile district, equipping them with market-relevant skills and facilitating access to economic opportunities.

These initiatives reflect Baxnaano's commitment to integrating social protection with health, nutrition, and economic development, aiming to build resilience and improve the well-being of Somalia's most vulnerable populations.

The second purpose was to enhanced social service delivery to ensure that public services, such as health, education, and social protection, are appropriately tailored to meet the specific needs of the population. By understanding the demographic and socio-economic characteristics of the residents, service delivery can be optimized for greater impact.

During the stakeholder engagement for the Health and Nutrition Co-Responsibility Cash Transfer (H&N CCT) and Economic Inclusion initiatives that has been held in Garasbalay primary health care facility participants emphasized the significance of these programs in addressing poverty and enhancing human capital in Benadir Region specifically Garasbalay and Daynile residents. They acknowledged the progress made in implementing these initiatives and proposed several recommendations to further their impact that they have predicted, and they have summarized are bellows:

- Enhanced community engagement and strengthening collaboration with local communities to ensure the programs are responsive to their specific needs and contexts. Ensuring that the local community is informed about the project's cycle and its beneficiaries, is crucial. Without this awareness, it becomes challenging for both the community and the beneficiaries to fully comprehend the project's objectives and their roles within.
- Capacity Building for providing training and resources to local administrators and implementers to improve the efficiency and effectiveness of program delivery. Participants also emphasized the importance of capacity building for local administrations and advocated for projects targeting vulnerable communities to enhance their understanding of social protection and economic inclusion initiatives led by the Somali government

- Monitoring and Evaluation system shall be established to regularly assess program outcomes and make data-driven adjustments as necessary. The civil society groups have emphasized the position of establishing a robust and regular monitoring system to enhance project targeting and ensure timely implementation. Such systems enable communities to systematically assess and address issues related to project execution, thereby improving service delivery and fostering accountability
- Sustainability Planning and developing strategies hub to ensure the long-term sustainability of the initiatives, including exploring avenues for increased domestic financing. The Local administration and community leaders have emphasized the importance of project sustainability and continuity to ensure lasting benefits for vulnerable communities. They noted that many previous projects were of short duration which often yield minimal impact. Therefore, they highlighted the need for stable and enduring initiatives that can provide meaningful and sustained support to those in need.
- During the consultation meeting, women's groups emphasized the critical importance of ensuring that pregnant women and children receive primary health care services, health awareness sessions and vaccinations. They highlighted that such measures are essential for reducing child morbidity and mortality rates and alleviating poverty within the community as awareness leads to better prenatal, postnatal care, reducing preventable deaths. Also, education on breastfeeding, child nutrition, and maternal diet improves overall health. Awareness fosters timely visits to healthcare providers. Health awareness helps communities abandon harmful traditional practices, such as early marriage or food taboos during pregnancy. Mothers gain knowledge of contraceptive options, leading to healthier spacing of births.
- The Health and Nutrition Co-Responsibility Cash Transfer (H&N CCT) initiative under Somalia's Baxnaano program aims to improve access to essential health services for vulnerable populations. By providing financial support to eligible households, the program helps alleviate indirect costs associated with healthcare, such as transportation expenses. This approach facilitates beneficiaries, including pregnant women and young children, to more readily utilize primary healthcare services and vaccinations, thereby contributing to improved health outcomes and poverty reduction. Moreover, maternal vaccinations are crucial for protecting both mothers and their infants from diseases such as influenza and pertussis, contributing to improved health outcomes and reduced healthcare costs. Prevention through awareness also reduces the financial burden on families and healthcare systems.
- During the consultation meeting, target groups expressed their support for the implementation of the Health and Nutrition Co-Responsibility Cash Transfer (H&N CCT) and Economic Inclusion projects. A representative from the internally displaced persons (IDPs) community emphasized the critical need for timely and well-structured government-led initiatives. They noted that many previous projects were short-term and had minimal impact on vulnerable populations. The participant stressed that sustained and strategically implemented projects are essential to effectively address the challenges faced by IDPs and to foster meaningful improvements in their living conditions.

Challenges and way forward

During the stakeholder consultation, participants identified several challenges anticipated during the implementation of the Health and Nutrition Co-Responsibility Cash Transfer (H&N CCT) and Economic Inclusion initiatives. Key concerns include:

- The Funding Constraints is the consistent and sufficient funding is crucial for the sustainability of these programs. Participants noted that previous initiatives faced financial limitations, leading to reduced effectiveness and premature termination.
- The coordination and targeting Issues will be also expecting for major challenges for effective collaboration among various stakeholders is essential to prevent overlap and ensure that aid reaches the intended beneficiaries. Challenges in coordination have previously resulted in service gaps and inefficiencies for post humanitarian aid delivery diversion. It is expected that use of technology (especially in beneficiary targeting, verification and enrollment will reduce transparency concerns.
- During the meeting, participants highlighted that establishing robust data management and monitoring systems is a major challenge. Accurate data collection and standardized monitoring are essential for tracking progress and making informed decisions. The absence of standardized data collection methods has previously hindered effective program implementation.

During the stakeholder consultation meeting, participants strongly recommended several key actions for the Health and Nutrition Co-Responsibility Cash Transfer (H&N CCT) and Economic Inclusion initiatives are including:

- During the consultation underlined the enhancement community awareness and mobilization for the implement comprehensive campaigns to sensitize potential beneficiaries about the objectives, eligibility criteria, and benefits of the H&N CCT and Economic Inclusion initiatives. This includes utilizing various communication channels such as information desks, brochures, flyers, robocalls, SMS campaigns, and verbal announcements through community structures and local media
- The stakeholder's consultation has been suggestion for capacity building for implementing Staff: Provide training sessions for staff at the Ministry of Labour and Social Affairs (MoLSA), Project Implementation Units (PIUs), and partnering NGOs. These sessions should cover topics like project targeting, enrollment processes, and addressing risks related to inclusion, exclusion, and gender-based violence also alerts.
- These recommendations aim to enhance the effectiveness and sustainability of the H&N CCT and Economic Inclusion initiatives, ultimately contributing to improved livelihoods and resilience among Benadir Regions vulnerable populations.
- Some of the participants expressed the importance of the establishment of effective monitoring and evaluation Systems and develop robust mechanisms to regularly assess program outcomes and make data-driven adjustments as necessary. This includes setting up a comprehensive data management system to track progress and informed decision-making.
- The participants have also suggested to advocate the **s**ustainability planning for **d**evelop strategies to ensure the long-term sustainability of the initiatives, including exploring avenues for increased domestic financing or the long period funded supporting of the projects.
- During the stakeholder consultation, participants emphasized the importance of expanding social protection initiatives beyond the Health and Nutrition Co-Responsibility Cash Transfer (H&N CCT)

and Economic Inclusion projects. The participants have also recommended the development of parallel programs focusing on such as pension schemes and education.

- During the consultation the participants has suggestion to establishing pension systems to provide financial security for the elderly, acknowledging the absence of formal pension structures in Somalia and disability Support for the implementing programs tailored to the needs of persons with disabilities, ensuring their inclusion and access to essential services.
- Support for Marginalized Groups for the creating initiatives that address the unique challenges faced by marginalized communities, promoting social inclusion and equity.
- The participants have also suggested project such primary Education and skills development for the Investing in educational programs and vocational training to enhance employability and economic opportunities for vulnerable populations.

The consultation photos

Figure 5: During the consultation, representatives from various groups—including civil society, disabled persons, marginalized communities, and women's organizations—emphasized the critical importance of inclusive social protection initiatives. They advocated for programs that address the unique challenges faced by these groups, ensuring equitable access to resources and opportunities. Such inclusive approaches are essential for fostering social equity and empowering all community members.

Figure 6, During the stakeholders' consultation at the Forilow Primary Health Care Facility, representatives from the project target groups expressed their appreciation to the Baxnaano team for their efforts in implementing social protection programs. They conveyed gratitude for the team's dedication and requested the prompt initiation of the project to benefit the community.

Annex 4: The do no Harm Framework: A brief Description of Steps.
The Do No Harm Framework – Key Actions and Responsibilities:

To ensure conflict-sensitive implementation and safeguard community trust, Baxnaano staff and partners are expected to uphold the following principles and actions under the Do No Harm approach:

- Conduct a thorough context analysis to understand the local social, political, and economic environment.

- Identify existing tensions, divisions, and historical grievances within the community (e.g., clan, gender, displacement).

- Recognize and document connectors that foster social cohesion (e.g., shared livelihoods, leadership structures, cultural values).

- Assess how project activities (e.g., CCT delivery, GM, stakeholder engagement) may positively or negatively affect local dynamics.

- Adjust implementation plans to avoid reinforcing tensions or perceptions of bias, and instead strengthen positive connectors.

- Establish inclusive targeting, communication, and feedback mechanisms that reflect fairness, transparency, and accessibility.

- Engage communities and local leaders in co-designing sensitive project elements to ensure local relevance and ownership.

- Continuously monitor social impacts and reflect on feedback, grievance reports, and contextual changes to adapt interventions.

- Promote open dialogue with all community groups, particularly marginalized voices, to identify unintended effects early.

- Capture lessons learned and share across project teams to institutionalize conflict sensitivity and build staff capacity.

- Ensure all implementing teams understand their role in fostering peace, trust, and equitable development outcomes.

Emphasis for Implementation Teams and Community-Based Stakeholders

- Project staff and partners must prioritize inclusion, transparency, and local engagement in every step of implementation.

- Local leaders and facilitators must act with integrity, promoting the collective good over personal, clan, or political interests.

- Any action that may risk community harmony or favor one group over another must be flagged and addressed early.

- The Do No Harm principle is not a one-time assessment—it is a continuous process of learning, adapting, and mitigating risks.

Annex 5: CSC Roles and Responsibilities Checklist

Roles and Responsibilities

Actor/Stakeholder	Responsibilities
FGS Ministry of Labor & Social Affairs (MoLSA), MoLSAF and Project Implementation Unit	• Planning and implementation of the SEP; • Leading stakeholder engagement activities; • Management and resolution of grievances; • Coordination/supervision of contractors on SEP activities; • Monitoring of and reporting on social performance of partners
Federal Member States	• Inform PIU of any issues related to their engagement with stakeholders; • Transmit and resolve complaints caused by the project interventions in close collaboration with and as directed by PIU and by participating in the community meetings;
Project-affected parties	• Invited to engage and ask questions about the Project at Project Meetings and through discussions with Community Liaison Officers where it is of interest or of relevance to them; • Lodge their grievances using the Grievance Resolution Mechanism defined in the SEP ; • Help the Project to define mitigation measures;
Other project stakeholders	• Engage with PIU regarding project design; • Raise concerns to help the project to be inclusive.

Annex 6: Checklist for the Community Consultations

Discussion topics/areas	Target group
Overall objective of the project	All stakeholders
Rationale/design for the project including rationale for targeting women, children and other vulnerable groups	All stakeholders
Nature/ objective of the project, geographic scope, duration, total amount of the entitlement per location and for each recipient	All stakeholders
Targeting/selection criteria (regional, district, community/household level)	All stakeholders
Who was/will be involved in the targeting and why?	All stakeholders
Roles and expected code of conduct for each stakeholder: local authorities, WFP/Cooperating partners, retailers/Mobile money operators.	All stakeholders
Complaints and Feedback Mechanism (Right to information, right to feedback and complaints, what system is in place for this, how it works, how to make complaints or give/receive feedback)	All stakeholders
Possible environmental/social risks/protection issues related to the implementation of the project • Ask community members and other stakeholders to share any concerns, questions or issues that may arise from the design and proposed implementation of the project.	Men, women, minority clans, local authorities, cooperating partners
• Check to find out if all the social/environmental risk envisioned in the project design phase are valid (exclusion, selection, elite or clan capture, and gender-based violence and intra-house dynamics, remoteness, inward migration, etc.)	Men, women, minority clans, local authorities, cooperating partners
• Ask the community/stakeholders for available capacities/ services or measures that the community takes to deal with the issues raised.	Men, women, minority clans, local authorities, cooperating partners
• Share/discuss the safeguards/measures that have been put in place to mitigate against the identified risks and the outstanding gaps (in reference to the issues raised by the community/stakeholders)	All stakeholders

Annex 7 Grievance Documentation and Acknowledgement Form

State: ……………………………… Institution: ……………………………………………………..

Name of Complainant:

Contacts: Phone…………………………..

Email address …………………

Date of Complaint: …………………………… (dd-mm-yyyy)

Documents comprising the complaint: (petition, supporting documents etc.)

1)

2)

Summary of Complaint:

Name and Signature of the Complainant:

………………………………………………………………………………

Name and Signature of Officer receiving the complaint:

Annex 8 Grievance Mechanism Log

GRIEVANCE LOG		Person Completing	
Project		Contact	
Geographical Location			

Serial No	Ref No	Contact	Date Received	Complain description	Referred to by:	Tel	Date	Action taken/agreed	outcome	feedback	Date resolved	

Annex 9: GBV Service Providers in Somalia (this list will be routinely updated to reflect changes in service provision in the target locations.

Baxnaano Districts				
State	**District**	**Services available**	**Nearest referral pathway**	**Contacts**
Galmudug	Dhusamareb	Medical support, PSS, Post rape treatment, Legal Assistance	Elman	Fartun Abdisalan Cell: 0615936040 Email: fartun@elmanpeace.org
Galmudug	Hobyo	Clinic, PSS, Material and Safe house	Referral to Galkayo handled by TUOS.	Osman Abdullahi Cell: 0615684840 Email: towfiiq@towfiiqumbrella.org)
Galmudug	Cabudwaaq	Medical, PSS and referrals	Mercy USA, CISP and Somali Peaceline and others	
Hirshabelle	Bulo Burto/Maxaas	Medical support, PSS, Post rape treatment, Legal Assistance	HIWA	Salat Alas Daud, Cell: 0616210912, Email: hiwa.hiran@gmail.com
Hirshabelle	Belet Weyne/Matabaan	Medical support, PSS, Post rape treatment, Legal Assistance	HIWA	Salat Alas Daud, Cell: 0616210912, Email: hiwa.hiran@gmail.com; Aliya Adan Abdi, Tel. 0615209999 Email: Hiwa.Hiran@gmail.com
Hirshabelle	Balcad/Warsheikh	Provision of dignity kits	WOCCA	Zamzam Mohamed Adan, Email:childprotection@woccaorg.com Tel: 0615224511
Jubaland	Dollow	Medical support, PSS, Post rape treatment, Legal Assistance	CEDA at Dolow main MC	Mohamed Kosar Cell: 0617438448 Email: ceda.org@hotmail.com
Jubaland	Afmadow/Xagar	Medical support, PSS, Post rape treatment, Legal Assistance	Sedhuro	Mohamed Jama Email: m.jama@sedhuro.org

Baxnaano Districts

State	District	Services available	Nearest referral pathway	Contacts
Jubaland	Luuq	Medical support, PSS, Post rape treatment, Legal Assistance	Sedhuro	Mohamed Jama Email: m.jama@sedhuro.org
Puntland	Laasqoray/Badhan	Safehouse (Accommodation, interim care, PSS , GBV service, IDTR and medical and legal referrals and reintegration)	Shilcon and MOWDAFA	MOWFADA-Ayan Mohamed Tel:0907779266 Email: mowdafasanaag@gmail.com
Puntland	Calula	NO but protection actor/focal point in the area identified	SHILCON - Iskushuban District GBV Stop Centre	Shilcon- Dek Abdi Tel: 0907740064 Email: dekhab@gmail.com
Puntland	Galdogob	NO but protection actor/focal point in the area identified	MOWDAFA - Galkacyo City GBV services	MOWDAFA-Kiin Gafaa Gesood. District GBV focal point Tel: 0907702959 Email: kiingaafaa9@hotmail.ocm
Disputed areas	Taleex	Medical care, PSS and legal aid	MOWDAFA	MOWDAFA-Xalima Cabdillahi, District GBV focal point Tel: 0907747735 Email:mowdafataleex@gamil.com
Disputed areas	Caynabo	Legal services, clinic and referral	MESAF	MESAF, GBV sub cluster focal person, Luul Aden Email: luul_adan@hotmail.com Tel: 0634466067
Disputed areas	Xudun	Legal services, Clinic and PSS	DRC, GBV sub cluster	
Southwest	Waajid	Psychosocial support, medical referrals and GBV services	KANAVA	Mohamed Black , Tel: 0617001865

Baxnaano Districts				
State	**District**	**Services available**	**Nearest referral pathway**	**Contacts**
Southwest	Xudur	Psychosocial support, medical referrals and GBV services	SCWRW	Adan Isack, Tel: 0615928661 Email: kanavabaidoa@yahoo.com
Southwest	Km 50	NO but referral services available	Refer to Elman	Fartun Abdisalan Tel: 0615936040 Email: fartun@elmanpeace.org
Somaliland	Zeylac	Shelter, Psychosocial Counseling, legal Clinical care, Referral	MESAF	Luul Aden Tel: 0634466067 luul_adan@hotmail.com
Somaliland	Lughaye	Psychosocial Counseling, Clinical care, legal and Referral	MESAF	Luul Aden Tel: 0634466067 luul_adan@hotmail.com
Somaliland	Gabiley	Clinical Care, Referral	MESAF	Luul Aden Tel: 0634466067 luul_adan@hotmail.com