



**De-Risking, Inclusion, and Value Enhancement of
Pastoral Economies in the Horn of Africa
(P176517)**

Stakeholder Engagement Plan – Somaliland

March, 2026

TABLE OF CONTENTS

TABLE OF CONTENTS	i
List of Abbreviation and Acronyms	iii
GLOSSARY OF KEY TERMS	v
1 Introduction	1
2 OBJECTIVES OF THE STAKEHOLDER ENGAGEMENT PLAN	3
2.1 Approaches to Stakeholder Engagement.....	4
3 PROJECT DEVELOPMENT OBJECTIVE DESCRIPTION AND COMPONENTS.....	5
3.1 Project Development Objective.....	5
3.2 Project Description	5
3.3 Project Components – For Somaliland	5
4 SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT UNDER THE PROJECT	7
5 STAKEHOLDERS IDENTIFICATION AND ANALYSIS	9
5.1 Project affected Parties.....	9
5.2 Other Interested Parties	9
5.3 Vulnerable Groups (Female / Child Headed households)	10
6 STAKEHOLDER ENGAGEMENT PROGRAM	11
6.1 Purpose and Timing of Stakeholder Engagement Program	11
6.2 Information to be Disclosed	11
6.3 Proposed Strategy for Information Disclosure	17
6.4 Proposed Strategy for Consultation.....	17
6.4 Inclusion Plan.....	27
7 RESOURCES AND RESPONSIBILITIES FOR SEP IMPLEMENTING ACTIVITIES	29
7.1 Resources.....	29
7.2 Management Functions and Responsibilities.....	29
7.2.1 Responsibilities	30
7.3 Estimated Budget	32
8 GRIEVANCE REDRESS MECHANISM.....	33
8.1 Description of the GRM	33
8.2 GRM Consultation levels	36
8.3 World Bank Grievance Redress Service (GRS)	37
9 MONITORING AND REPORTING	38
9.1 Involvement of Stakeholders in Monitoring Activities.....	38

9.2	Reporting back to Stakeholder Groups.....	38
	Annexes.....	40
	Annex 1: List of Previous Stakeholder Engagement under the Project.....	40
	ANNEX II: Grievance Registration Form (GRM/001)	42
	ANNEX III: Acknowledgement Receipt (GRM/002)	44
	ANNEX IV: Meeting Record Structure (Grievance Redress Committee & Other Meetings) (GRM/003).	45
	ANNEX V: Grievance Investigation Report (004).....	47
	ANNEX VI: Quarterly Report of Registered Complaints (GRM/005)	48
	ANNEX VII: STAKEHOLDER ENGAGEMENT REPORT	50
	ANNEX VIII: Grievance Registration Form (GRM/001)	65
	ANNEX IX: Acknowledgement Receipt (GRM/002)	66
	ANNEX X: Meeting Record Structure (Grievance Redress Committee & Other Meetings) (GRM/003).	67
	ANNEX XI: Grievance Investigation Report (004)	68
	ANNEX XII: Quarterly Report of Registered Complaints (GRM/005).....	69

List of Abbreviation and Acronyms

AIDS	Acquired Immunodeficiency Syndrome
ASALS	Arid and Semi-Arid Lands
CBOs/NGOs	Community Based Organization / Non-Government Organizations
CLO	Community Liaison Officer
DRIVE	De-Risking, Inclusion, and Value Enhancement of Pastoral Economies in the Horn of Africa
ESCP	Environmental and Social Commitment Plan
ESF	Environment and Social Framework
ESIRT	Environmental and Social Incident Reporting
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
ESS	Environmental and Social Standard
GoSL	Government of Somaliland
GBV	Gender-Based Violence
GC	Grievance Committee
GDP	Gross Domestic Product
GHG	Greenhouse Gas
GRID	Green, Resilient and Inclusive
Recovery GRM	Grievance Redress Mechanism
GRS	Grievance Redress Service
HIV	Human Immunodeficiency Virus
HoA	Horn of Africa
IDPs	Internally Displaced Person
IFC	International Finance Corporation
ILRI	International Livestock Research Institute
LMP	Labour Management Procedure
M&E	Monitoring and Evaluation
MoCI	Ministry of Commerce and Industries
MoFED	Ministry of Finance and Economic and Development
NGOs	Non-Government Organizations
PCM	Private Capital Mobilization

PIU	Project Implementation Unit
SERP	Somaliland Enhancing Public Resource Management Project
SEA	Sexual Exploitation & Abuse
SEP	Stakeholder Engagement Plan
SQCC	Somaliland Quality Control Commission
SRA	Security Risk Assessments
WBG	World Bank Group
WHO	World Health Organization

GLOSSARY OF KEY TERMS

Affected Communities refers to groups of people living in close proximity to a project that could potentially be impacted by a project.

Stakeholders are persons or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively (IFC's Handbook on Stakeholder Engagement (2007)); workers, local communities directly affected by the project and other stakeholders not directly affected by the project but that have an interest in it, e.g. local authorities, neighboring projects, and/or nongovernmental organizations, etc.

Consultation is the process of gathering information or advice from stakeholders and taking their views into account when making project decisions and/or setting targets and defining strategies.

Engagement is process in which a company builds and maintains constructive and sustainable relationships with stakeholders impacted over the life of a project. This is part of a broader "stakeholder engagement" strategy, which also encompasses governments, civil society, employees, suppliers, and others with an interest in the project.

Environmental and Social Impact Assessment is an assessment comprising various social and environmental studies which aim to identify project environmental risks and impacts and design appropriate mitigation measures to manage negative impacts, and to enhance positive ones.

Grievance Redress Mechanism is a process for receiving, evaluating, and addressing project-related complaints from citizens, stakeholders and other affected communities.

Non-Governmental Organizations - Private organizations, often not-for-profit, that facilitate community development, local capacity building, advocacy, and environmental protection.

Partnership - partnership in the context of engagement is defined as collaboration between people and organizations to achieve a common goal and often share resources and competencies, risks and benefits.

Stakeholder Engagement Plan is a plan that clearly spells out how stakeholders will effectively participate and make decision on issues affecting them throughout the life of the project and specifying activities that will be implemented to manage or enhance engagement.

1 Introduction

1. Somaliland has made notable progress in political stability, peacebuilding, and institutional development over the past three decades. Through locally driven reconciliation processes and the establishment of functioning governance institutions, Somaliland has achieved a relatively stable political and security environment in a region affected by fragility and conflict. Despite these achievements, Somaliland continues to face significant development challenges, including limited access to basic services, constrained economic opportunities, vulnerability to climate shocks, recurrent droughts, environmental degradation, and persistent poverty, particularly in rural and pastoral areas.
2. Livestock plays a central role in Somaliland's economy and livelihoods, constituting the backbone of the country's productive sector and the primary source of income for a large proportion of the population. The livestock sector contributes the majority of export earnings, with live animal exports accounting for an estimated 85 percent of Somaliland's total exports, primarily destined for Middle Eastern markets. Pastoralists and agro-pastoralists supply the main sources of meat and milk products, and Somaliland hosts one of the largest camel populations in the Horn of Africa. However, the sector remains highly exposed to climate variability, recurrent droughts, animal disease outbreaks, and structural constraints related to market access and quality compliance.
3. While livestock represents the most profitable ventures in the HoA region and Somaliland, livestock herders are faced with perennial drought cycles that affect their stock and by extension suppress their income considerably. Also, livestock producers derive limited value from the trade and this is because of multiple reasons including lack of quality infrastructure to trace livestock, limited resources for disease control, irregular sale patterns, and lack of public livestock price information resulting in an asymmetry of information among others. In Somaliland, the entire system of quality infrastructure to trace livestock and ensure consistency of quality standards is missing which results in lower prices for Somaliland livestock exports as importing countries need to do additional checks.
4. The World Bank—working closely with the governments of Somali, Ethiopia, Kenya, and Djibouti—proposes to de-risk pastoralists by increasing their access to financial services and risk transfer and better connecting them to markets. Under the De-Risking, Inclusion and Value Enhancement of Pastoral Economies in the Horn of Africa project (DRIVE), a package of financial services and risk transfer (drought insurance) is proposed to protect pastoralists against recurring drought shocks and support trade infrastructure for cross-border and small-scale trade.
5. The project is designed as a regional intervention to benefit from economies of scale, and specialization, and to support trade so that countries gain higher value than each acting alone. It will also have peacebuilding, SERP risk finance, and improve quality infrastructure and trade.

In addition, the project is also aligned with the Africa Regional Integration Strategy; supports the Green, Resilient and Inclusive Recovery (GRID); contributes to the Private Capital Mobilization (PCM) agenda and complements other initiatives in the region like the IFC HoA Livestock Sector Approach.

6. This Stakeholder Engagement Plan (SEP) has been prepared by the SERP PIU under the Ministry of Finance and Economic Development of the Government of Somaliland (MoFED), in collaboration with relevant government institutions, including the Somaliland Quality Control Commission (SQCC), Ministry of Livestock and Rural Development, Ministry of Trade and Tourism, and other key sectoral stakeholders, for the De-Risking, Inclusion and Value Enhancement of Pastoral Economies in the Horn of Africa (DRIVE) Project, with support from the World Bank Group (WBG). In accordance with the World Bank's Environmental and Social Framework (ESF), and specifically Environmental and Social Standard 10 (ESS10) on Stakeholder Engagement and Information Disclosure, the Borrower is required to provide stakeholders with timely, relevant, understandable, and accessible information, and to conduct consultations in a culturally appropriate manner, free from manipulation, interference, coercion, discrimination, and intimidation.
7. This Stakeholder Engagement Plan (SEP) applies exclusively to the activities implemented by the Government of Somaliland under Component 2 of the DRIVE Project (P176517). Component 2 in Somaliland focuses on strengthening quality infrastructure, including SPS-compliant laboratory facilities, certification systems, and livestock value chain support mechanisms.
8. Stakeholder engagement is an inclusive process conducted throughout the project life cycle. Where properly designed and implemented, it supports the development of strong, constructive, and responsive relationships that are important for the successful management of a project's environmental and social risks. Stakeholder engagement is most effective when initiated at an early stage of the project development process and remains an integral part of early project decisions and assessment, management, and monitoring of the project's environmental and social risks and impacts.

2 OBJECTIVES OF THE STAKEHOLDER ENGAGEMENT PLAN

9. This SEP seeks to contribute to a coordinated and continued engagement of all relevant players (including affected persons and interested parties) throughout the project cycle in a manner that is genuine, and culturally appropriate to consultation and information disclosure. The purpose of the SEP is to present a strategy for engaging stakeholders of the project to ensure that they understand the project and can provide their feedback and input to the project. This SEP describes the nature of the anticipated stakeholders as well as their information requirements, timing, and methods of engagement throughout the lifecycle of the project. Specifically, therefore, this stakeholder engagement plan aims to:
- (i) To identify stakeholders and establish a systematic approach to stakeholder engagement that will help the MOFED identify stakeholders at different levels and build and maintain a constructive relationship with them, in particular project-affected parties.
 - (ii) To assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be taken into account in project design and environmental and social performance.
 - (iii) To promote and provide means for effective and inclusive engagement with project-affected parties including the vulnerable and marginalized groups throughout the project life cycle on issues that could potentially affect them.
 - (iv) To ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible, and appropriate manner and format.
 - (v) To provide project-affected parties with accessible and inclusive means to raise issues and grievances, and allow the borrower to respond to and manage such grievances.
 - (vi) Define roles and responsibilities for the implementation of the SEP.

Specifically, the SEP serves the following purposes:

- i) Stakeholder identification and analysis
 - ii) Planning how the engagement with stakeholders will take place
 - iii) Information disclosure
 - iv) Consultation with stakeholders
 - v) Addressing and responding to grievances
 - vi) Monitoring and reporting on SEP.
10. This SEP will be disclosed by the Ministry of Finance and Economic Development (MOFED), and the Project Implementing Unit, to the key stakeholders and the Ministry on its website. This SEP describes how the Project will engage internal and external stakeholders during the planning, implementation, monitoring, and evaluation phases of the project. The SEP outlines

the following: (i) project description; (ii) previous stakeholder engagement activities; (iii) stakeholder identification and analysis as part of stakeholders mapping; (iv) stakeholder engagement program (activities); (v) resources and responsibilities for implementing stakeholder engagement activities; (vi) GRM; and (vii) monitoring and reporting. This plan is considered to be a 'live' document and may be amended periodically considering operational changes and experiences during its implementation.

2.1 Approaches to Stakeholder Engagement

11. The project's Stakeholder Engagement Plan (SEP) has been informed by a set of principles defining its core values underpinning interactions with identified stakeholders. Common principles based on "International Best Practice" include the following:

- Commitment is demonstrated when the need to understand, engage and identify the community is recognized and acted upon early in the process;
- Integrity occurs when engagement is conducted in a manner that fosters mutual respect and trust;
- Respect is created when the rights, cultural beliefs, values, and interests of stakeholders and affected communities are recognized;
- Transparency is demonstrated when community concerns are responded to in a timely, open, and effective manner;
- Inclusiveness is achieved when broad participation is encouraged and supported by appropriate participation opportunities;
- Trust is achieved through open and meaningful dialogue that respects and upholds the community's beliefs, values, and opinions.

3 PROJECT DEVELOPMENT OBJECTIVE DESCRIPTION AND COMPONENTS

3.1 Project Development Objective

12. The project development objectives are to enhance pastoralists' access to financial services for drought risk mitigation, include them in the value chains, and facilitate the livestock trade in the Horn of Africa.

3.2 Project Description

13. The DRIVE project will support the provision of financial de-risking in anticipation of drought (i.e., insurance and financial services) for the main asset of pastoralists, livestock, to allow them to invest in their herds. It will better connect pastoral production groups with markets, support trade infrastructure for cross-border and small-scale trade and strengthen capacity to meet international standards. This will enable pastoral production groups to extract greater value from livestock-rearing activities. The main beneficiaries will be pastoral production groups in the Horn of Africa (HoA) that have the capacity to undertake commercial activities and move up the value chain.

3.3 Project Components – For Somaliland

14. Component 2: Livestock Value Chains and Trade Facilitation (US\$6 million): Component 2 intends to connect pastoralists better to markets, by upgrading the livestock value chains and facilitating trade. The targeted beneficiaries are pastoralists who already have some connections to markets but derive limited value from their livestock-rearing activities. The production groups who benefit from component 1 would be linked to investment opportunities generated under component 2. The component will also support private investment in the livestock value chains that can lead to higher incomes for pastoral producers. This component is intentionally focused on complementing existing interventions on pastoral production systems, facilitating livestock trade, and mobilization of private investment into the livestock value chains. Three types of intervention are contemplated which will be tailored to the needs of each country: (i) upgrading quality infrastructure; (ii) trade facilitation and trade infrastructure; and (iii) seed capital to attract private investment in the value chains. Somaliland will primarily be a beneficiary of technical assistance in upgrading quality infrastructure and seed capital to attract private investments in the value chain. The quality infrastructure upgrading sub-component would support capacity building and equipment to ensure compliance of livestock and livestock products with export standards. This intervention will see the importing countries rely on the checks conducted by the Somaliland authorities hence having a positive impact on the prices. The seed capital sub-component would provide seed capital to de-risk private investments into the livestock value chains, focusing on a few demonstration investments to show that sustainable business

models can emerge to benefit pastoralists.

15. One key underlying objective of the project is to attract private sector involvement and investment in the livestock value chain, to increase the competitiveness of livestock rearing activities. In doing so, the intent is to give a bigger say to pastoralists in the value chains. For Component 1, the project will mobilize the capital of insurance companies for the provision of drought insurance; for Component 2, the project aims to mobilize private investment in the livestock value chains or facilitate it with select public investments.
- 16.
17. This component will be closely coordinated with the International Finance Corporation (IFC). IFC ongoing or upcoming advisory programs in Ethiopia, Kenya, Somaliland and Somalia will inform the identification of activities required to attract private sector investment.
18. Component 2 in Somaliland will be implemented by an existing PIU under the SERP project within the MOFED.

4 SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT UNDER THE PROJECT

19. A significant amount of stakeholder engagement has already occurred, which has enabled mapping stakeholders in several categories (Refer to Annex I):
20. Indirect beneficiaries: actors in the livestock value chains in Somaliland including, but not limited to, traders, collectors, processors, exporters, transporters, abattoir, and financial institutions that have an interest in providing financial services to pastoral groups.
21. Public interested parties: ministries, sub-national governments, parastatals, and public agencies that have an interest in the implementation of the project.
22. Development partners: the DRIVE intends to work where other development partners are already active in organizing pastoralists into production groups, to ensure greater impact.
23. The design and priorities of the DRIVE project were discussed in 2026 and involved important stakeholders including representatives of the Ministries of Finance and Economic Development, Somaliland Quality Control Commission, Ministry of Livestock and Rural Development, Ministry of Trade and Tourism, Ministry of Agriculture, Ministry of Labor, Social Affairs and Family, and local groups. 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 and implementing agencies
24. A key stakeholder engagement meeting was held on 25th February 2026 at the SQCC Meeting Hall in Hargeisa. Prior to the meeting, project documents including the Project Appraisal Document, Draft SEP and project PowerPoint presentation were shared with the stakeholders. The meeting sessions and focus group interactions (women, disabled, etc.) were all used in both English and Somali languages.
25. Key highlights of the meeting were:
26. Livestock export is key to Somaliland's economy, more than half of the population depends on livestock, there is a need to improve the livestock value chain and provide financial assistance to the pastoralists, and this project should immediately be implemented to respond to the climate shock.
27. The project shall improve the export of livestock and livestock products by connecting them to the international markets.
28. The project is a useful solution for the drought and other natural disasters that repeatedly affect pastoralists, it also lifts the living standard of those beneficiaries.
- 29.
30. Detailed stakeholder report and a list of participants are provided under Annex II and Annex III of SEP.
31. A Social Assessment was carried out in November and December 2021 by the International Livestock Research Institute. During the assessment, key informant interviews and discussions with stakeholders were held in Nugaal, Mudug, Bari, Karkaar, Sanaag, Hasbahale, Maraya , Daawad , dhiganle, Haylan, Sool, and Cayn regions. Other stakeholders that were consulted included elders, women, and veterinarian professionals. The findings show that poverty rates are high in Somaliland and concentrated in rural areas (where most pastoralists and agro-pastoralists reside) and among internally displaced persons (IDPs). The dependency ratio is highest in these areas, and these populations are the most vulnerable to drought risks. The DRIVE projects offer a huge opportunity to improve livelihoods and increase resilience in

Somaliland. Specifically, potential positive impacts include empowering women, given the intra-household dynamics, by strengthening the livestock value chains and increasing access to financial services, addressing conflicts and improving the quality of livestock by supporting investment in fodder production, and promoting livestock trade both domestic and exports through investment in improved market and road infrastructure. Care shall also be taken to ensure IDPs, who tend to be marginalized and excluded from financial and other services, are not left out. This is important, especially because there are current policy efforts both nationally and regionally in IGAD to protect the rights of the IDPs in Somaliland.

5 STAKEHOLDERS IDENTIFICATION AND ANALYSIS

32. For this SEP, “Stakeholder” refers to individuals, groups, or other entities who:
33. are affected or likely to be affected by the project (project-affected parties). For instance, pastoralists production groups targeted under Component 1 or parties whose operations are financed under Component 2; and may have an interest in the project (other interested parties).
34. Stakeholders may also include project-affected parties who, because of their particular circumstances, may be disadvantaged or vulnerable (Vulnerable/Marginalized Individuals or Groups – VMIG). They need to be identified to ensure that they are not excluded from the opportunity offered by the project or their plight is exacerbated by the project activities.
35. This section identifies key stakeholders that will be informed and consulted about the Project during preparation. The key stakeholders for Project preparation activities include, but not be limited to, the following:

5.1 Project affected Parties

36. Component 2 for Somaliland involves technical assistance to the government and the beneficiaries are government institutions and support private investment in the livestock value chains and help the pastoral groups and communities attain a certain level of commercialization.

5.2 Other Interested Parties

- Ministry of Finance and Economic Development (MoFED).
- Somaliland Quality Control Commission (SQCC).
- SERP Project Team.
- Ministry of Livestock and Rural Development.
- Ministry of Trade and Tourism.
- Ministry of Agriculture.
- Ministry of Environment and Climate Change.
- Ministry of Employment, Social Affairs and Family.
- National Insurance Authority.
- Somaliland Institute of Agriculture.
- NADFOR
- Commercial banks and financial institutions.
- Academic and research institutions, including the **University of Hargeisa** and **ISIR**.
- Civil society organizations and associations, including **NAFAQO Association, NAFIS, WAAPO, SONYO, SONSAF**, and camel milk producer associations.
- Development partners, including **GIZ and FAO**.

- Representatives of women, youth, and **persons with disabilities**.

5.3 Vulnerable Groups (Female / Child Headed households)

37. The Project will also ensure appropriate measures are in place to ensure that information is available in Somali. VMIG within the communities affected by the project will be identified and consulted through dedicated means, as appropriate.
38. The PIU will ensure members of these vulnerable or disadvantaged groups are participating effectively and meaningfully in consultative processes and that their voices are not ignored. This may require specific measures and assistance to afford opportunities for meetings with vulnerable groups in addition to general community consultations. For example, women-only consultations will be held. Similarly, separate meetings may be held with young people, people with disabilities, minority groups, and elderly and illiterate groups. Further, it is important to rely on other consultation methods as well, which do not require physical participation in meetings, such as social media, SMS, or radio broadcasting, to ensure that groups that cannot physically be present at meetings can participate, especially during the pandemic. Because of promoting gender equality, it is most important to engage women's groups on an ongoing basis throughout the lifetime of the project. Women voicing their concerns and contributing to the decision-making process on issues such as community infrastructure should be encouraged, especially in various fora that predominantly consist of men. The PIU is similarly encouraged to deploy female staff, in particular were staff interface with women community members.
39. The Communication method and medium will include culturally appropriate engagement processes for information campaigns. The Grievance Mechanism (GM) will be culturally appropriate and accessible for IPs, considering their customary dispute settlement mechanism. This will include targeted meaningful consultation, including identification and involvement of communities and their representative bodies and organizations; culturally appropriate engagement processes; providing sufficient time for decision-making processes; and allowing their effective participation in the design of project activities or mitigation measures that could affect them either positively or negatively.

6 STAKEHOLDER ENGAGEMENT PROGRAM

6.1 Purpose and Timing of Stakeholder Engagement Program

40. The purpose of the SEP is to present a strategy for engaging stakeholders of the project to ensure that they understand the project and can provide their feedback and input to the project. This SEP describes the nature of the anticipated stakeholders as well as their information requirements, timing, and methods of engagement throughout the lifecycle of the project.
41. During the project preparation phase, the MOFED in collaboration with the SQCC will engage stakeholders as early as possible and will continue the engagement throughout the implementation of the project preparation activities, particularly during surveys and baseline data collection, and preparation of the Environmental and Social Management Framework (ESMF), Gender-Based Violence (GBV) Assessment, and project SEP. This process will continue under the Project, starting from the planning, mobilization, and implementation stages, and until the Project is eventually closed. At this stage, the decisions on public meetings, locations, and timing of meetings have not yet been made. The stakeholders will be notified before and during the implementation of the project preparation activities. However, the nature and frequency of follow-up consultations will differ depending on the project components and activities in line with the ESCP.

6.2 Information to be Disclosed

42. MOFED will disclose project information to allow stakeholders to understand the risks and impacts of the project, and potential opportunities. MOFED will provide stakeholders with access to the following information as early as possible before the Bank proceeds to project appraisal, and in a timeframe that enables meaningful consultations with stakeholders on project design:
- (i) The purpose, nature, and scale of the project;
 - (ii) The duration of proposed project activities;
 - (iii) Potential risks and impacts of the project on local communities, and the proposals for mitigating these, highlighting potential risks and impacts that might disproportionately affect VMIG and describing the differentiated measures taken to avoid and minimize these;
 - (iv) The proposed stakeholder engagement process highlights how stakeholders can participate;
 - (v) The time and venue of any proposed public consultation meetings, and the process by which meetings will be notified, summarized, and reported; and
 - (vi) The process and means by which grievances can be raised and will be addressed.
43. Stakeholder information disclosure needs vary between different groups depending on principle occupation and locality. These specific needs have been shown in Table 7-2 below.

However, through further consultations and engagements with the community, more stakeholder needs will be identified, and the table updated accordingly.

Table 6-2: Summary of Stakeholder Needs for Information Disclosure

Stakeholder Group	Key characteristics	Language needs	Preferred notification means (email, phone, radio, letter)	Specific needs (accessibility, Large print, child care, daytime meetings)
National-level institutions	NA	English and Somali	E-mail, website, and Radio.	Daytime meetings
Non-state national actors	NA	English or Somali	E-mail, meetings, social media	Day-time meetings
Traditional leaders	The mix of semi-illiterate and literate	Somali	Community meetings with translators, & radio, social gathering areas, mosques, and clan meetings.	Graphics and workshops on the process
VMIG	A mix of semi-illiterate and literate	Somali	Community meetings with the translator, & radio	Graphic and workshops on the process

44. A precautionary approach will be taken to the consultation process to prevent infection and/or contagion, given the highly infectious nature of COVID-19. Table 7-2 above has highlighted some of the considerations for selecting channels of communication, in light of the current COVID-19 situation. Table 7-3 below lists the identified stakeholders and their influence as well as interest in the project:

Table 6-3: Stakeholders and Their Influence on the Project

Stakeholder Category	Stakeholder Group	Magnitude of Impact/Influence	Issue / Area of concern
Livestock value chains	Livestock value chains	Impact of Project on Stakeholders: High Level of Interest Influence of Stakeholders on Project: High Level of Interest	<ul style="list-style-type: none"> • Increasing financial literacy and awareness of livestock index insurance for beneficiaries • Community members to benefit from the appropriate financial products and that the products, distribution channels, and delivery mechanisms for the pastoral production groups, • The financial protection for pastoralist's products and services, including insurance, savings, and (contingent) credit. • Labor Supply • Supply of materials
	Livestock value chains	Impact of Project on Stakeholders: High Level of Interest Influence of Stakeholders on Project: High Level of Interest	<ul style="list-style-type: none"> • Upgrading of the quality infrastructures, • Trade facilitation and trade infrastructure; and • Seed capital for the private investment in the value chains.
Insurance, savings, and credit Service Providers	Current players in the financial services market	Impact of Project on Stakeholders: High Level of Interest Influence of Stakeholders on Project: High Level of Interest	<ul style="list-style-type: none"> • Insurance, savings, and credit service provisions, • The current players will share with the new players the experience encountered during the time of operation

Stakeholder Category	Stakeholder Group	Magnitude of Impact/Influence	Issue / Area of concern
Government Bodies	Ministry of Finance and Economic Development	Impact of Project on Stakeholder: High Level of Interest Stakeholder on Project: High Level of Interest	<ul style="list-style-type: none"> • Boosting development and industrialization through the additional investment in the livestock value chains, • Disbursement of project money.
	<i>Somaliland Quality Control Commission</i>	Impact of Project on Stakeholders: High Level of Interest Influence of Stakeholders on Project: High Level of Interest	<ul style="list-style-type: none"> • Quality of the products from the Livestock Value Chain Investments
	<i>Somaliland Ministry of Trade</i>	Impact of Project on Stakeholders: High Level of Interest Influence of Stakeholders on Project: High Level of Interest	<ul style="list-style-type: none"> • Technical assistance on quality infrastructure in the livestock value chain, • Seed Capital for investment,

Stakeholder Category	Stakeholder Group	Magnitude of Impact/Influence	Issue / Area of concern
	Occupational health and safety department	Impact of Project on Stakeholders: High Level of Interest Influence of Stakeholders on Project: High Level of Interest	<ul style="list-style-type: none"> Attention shall be paid to the safety concerns related to OHS risks and hazards,
	Ministry of Labour	Impact of Project on Stakeholders: Low Level of Interest Influence of Stakeholders on Project: High Level of Interest	<ul style="list-style-type: none"> Workers' welfare is a critical issue for the ministry of labor
Institutional Stakeholders and donor partners active in the Livestock sector as well as those relevant for E&S issues	World Bank, FAO, GIZ.	Impact of Project on Stakeholders: Low Level of Interest Influence of Stakeholders on Project: High Level of Interest	<ul style="list-style-type: none"> Implementation and monitoring of the ES Safeguards requirements M & E for the deliverables and milestones

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6.3 Proposed Strategy for Information Disclosure

45. The SEP will be disclosed on the SQCC and MOFED external websites respectively. Furthermore, information before and during the project implementation will be made available through short reports and meetings with translations in the Somali language in the rural communities where project activities will be implemented. Information will also be transmitted through local community radio stations in the Somali language.
46. The MoFED will be responsible for the launch and disclosure of the SEP and Grievance Mechanism (GM) so that the community is made aware of channels to voice their complaints. These meetings will be in the form of Focus Group Discussions; all views and feedback will be recorded. Local authorities are key in the mobilization of the community, it will, therefore, be important to hold meetings with them once issues emerge in the community. The ESMF and project SEP will be disclosed by national laws while meeting the WBG's ESF requirements. The instruments will be publicly disclosed on the MoF website, while hard copies will be available at the MoF for interested parties to access, review, and provide comments as necessary.

6.4 Proposed Strategy for Consultation

47. During the Project Preparation, the first step will be to establish protocols for consultation during the life of the Project Preparation activities and the main project, under the development of the instruments project SEP. Stakeholders will be asked to provide feedback on the appropriate protocol for consultation. This will be captured and validated during the stakeholders' meeting held on 25th February 2026 at the SQCC Meeting Hall in Hargeisa. The validated protocols will guide consultations throughout the project.
48. The information will be disclosed in the Somali language and in a manner that is socially accessible and culturally appropriate, taking into account any specific needs of groups that may be differentially or disproportionately affected by the project or groups of the population with specific information needs (such as disability, literacy, gender, mobility, or accessibility) as revealed on Table 7-4:

Table 6-4: Engagement Activities and Disclosure during Project Preparation & Implementation

Target Stakeholders	Aspects to be considered	Topic (s) of Engagement	Method (s) used	Location/frequency	Responsibilities
All stakeholders	<ul style="list-style-type: none"> Employment opportunities, Stakeholder concerns on the entire project prior to rolling out; 	<ul style="list-style-type: none"> Overall project design, Anticipated environmental and social impacts and proposed mitigation measures in ESMF (including gender action plan), SEP, and LMP. 	Public consultations, Individual meetings, through community action groups, Emails	Prior to project appraisal accessible public space	<ul style="list-style-type: none"> PIUs
Project-Affected Persons include local communities, community members (Vulnerable households), and other parties that may be subject to direct impacts from the Project activities, which include the impact on land-based livelihood, access, assets, businesses as well as Private Sector (SMEs);	<ul style="list-style-type: none"> Impacts on community livelihoods, Benefits to both businesses and household incomes, Inclusion mechanism for the vulnerable 	<ul style="list-style-type: none"> More site-specific environmental and social impacts and mitigation measures in ESMP (including GBV Action Plan), LMP, and SEP. Awareness-raising on the GRM process ESMF, ESMP, SEP disclosures. Ways to expand and access inclusive engagement with vulnerable Meaningful community engagement in the project decisions Ways of overcoming social stigma 	Public meetings, individual meetings during preparation and implementation of instruments Disclosure of written information - Brochures, posters, flyers, (in local language), websites (Social Media Communication) Face-to-face meetings; social gatherings, and separate meetings specifically for affected vulnerable groups and individuals. Grievance mechanism Communication	Prior to the start of any project activities. Monthly/quarterly meetings in affected municipalities and villages; The GRM is maintained throughout the project life	<ul style="list-style-type: none"> PIUs

Target Stakeholders	Aspects to be considered	Topic (s) of Engagement	Method (s) used	Location/frequency	Responsibilities
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<p>Affected communities- People who will benefit from employment opportunities</p>	<ul style="list-style-type: none"> • Employment opportunities and related requirements, • Legal compliance of the project, • The extent of the project (including the potential beneficiaries) • Legal requirement. 	<ul style="list-style-type: none"> - Selection criteria and ToR for employment opportunities; - Environmental laws and regulations; - Project scope, rationale, and E&S principles - Grievance mechanism process and appropriate reporting methods - Discrimination at the workplace. 	<p>Group meetings with the host community and support groups to engage vulnerable groups; Focus group meetings;</p>	<p>Prior to the start of project activities</p>	<ul style="list-style-type: none"> • PIU
<p>Other Interested Parties – Community groups and actors engaged in the livestock value chain from production, marketing, and processing of livestock products and services</p>	<ul style="list-style-type: none"> • Stakeholder sensitization on the potential benefits/impacts as well as the enhancement/mitigation measures. • Increased participation 	<ul style="list-style-type: none"> - Ways to outreach to vulnerable groups and address their concerns and interest - Ways to include women groups in project implementation. - 	<p>Individual meetings; focus group meetings; Emails; public gatherings and local radio</p>	<p>Prior to the start of project activities</p>	<ul style="list-style-type: none"> • PIU
<p>Other Interested Parties – External Ministries, Academic institutions; Local Government</p>	<ul style="list-style-type: none"> • Input in the design of the project • Project compliance with the legal provisions 	<ul style="list-style-type: none"> - Technical details on project design, - Compliance with national regulations and collaboration with relevant programs, 	<p>Official/Public meetings, workshops; Social Media Communication; Disclosure of written information – Reports, Brochures, posters, flyers, website;</p>	<p>As needed (and continued throughout the project life)</p>	<ul style="list-style-type: none"> • PIU; •

Target Stakeholders	Aspects to be considered	Topic (s) of Engagement	Method (s) used	Location/frequency	Responsibilities
Units; General public; Women organizations; Local commercial banks and Media	<ul style="list-style-type: none"> Disputes or concerns raised by the various stakeholders where the project is to be undertaken 	<ul style="list-style-type: none"> Identification of vulnerable groups of people relevant to the project Compliance with legislation and regulations, GM Process 	Information desks - In Municipalities and HQ; Grievance mechanism		
Affected communities - People who are physically and economically affected, those residing in project areas	<ul style="list-style-type: none"> Stakeholder concerns after project commencement. 	<ul style="list-style-type: none"> Satisfaction with engagement activities and GRM process; Monitoring and evaluation of project benefit and environmental and social performance 	End-line stakeholder survey on project impact, Public meetings, training/workshops, and individual outreach to affected communities Disclosure of written information through brochures- Information board – At the beginning and at the end of the project site;	Monthly/quarterly meetings Communication through mass/social media (as needed)	<ul style="list-style-type: none"> PIUs
All stakeholders	<ul style="list-style-type: none"> Update on the project success and challenges as well as document lessons learned 	Reporting back to stakeholders on the outcome of the monitoring and evaluation of the project	Public workshop Media releases and/or newsletters via email Project bulletins	Following the completion of the project	PIUs

Target Stakeholders	Aspects to be considered	Topic (s) of Engagement	Method (s) used	Location/frequency	Responsibility
<p>Vulnerable Groups disabled, children / women-headed households, minority clans, and groups, persons in remote rural areas, or areas characterized by violence that are bereft of social services and amenities; nomadic pastoralist communities; IDPs, elderly persons, illiterate persons, and returnees and their families.</p>	<ul style="list-style-type: none"> ● Job opportunities available during the project lifetime, ● The GMS process, ● The extent of inclusion or exclusion ● Complaints raised 	<ul style="list-style-type: none"> - Employment opportunities - Grievance mechanism - Inclusion process; - Project benefits - Inclusion methods and - Accessibility; - social and environmental risks associated with the project and mitigation measures in ESMF, LMP, and this SEP 	<p>Focus group discussions, public meetings, village social gatherings, and local radio stations.</p> <p style="text-align: center;">26</p>	<p>In line with the SEP and on a need basis and throughout the project life.</p>	<p>PIUs</p>

6.4 Inclusion Plan

49. The project will give special consideration to vulnerable and marginalized groups. These include:
- i. Minority clans and groups;
 - ii. Internally displaced persons;
 - iii. Those who live in remote rural areas or areas characterized by violence that are bereft of social services and amenities;
 - iv. Nomadic pastoralist communities.
 - v. Persons living with disabilities;
 - vi. Female-headed families;
 - vii. Elderly persons;
 - viii. Illiterate persons;
 - ix. Returnees and their families;
 - x. The screening process will confirm any presence of Indigenous people in the various project activities

The Project Implementation Unit (PIU) under the SERP project within the Ministry of Finance will be responsible for the implementation and monitoring of the inclusion plan.

50. There are social, economic, and physical barriers that prevent vulnerable and marginalized individuals and groups from participating in projects, which include lack of financial literacy, inaccessibility of meeting venues, social stigma, lack of awareness of the project benefits, and/or poor consultation. For instance, people living with disabilities are often not effectively engaged in consultations due to a lack of access to social stigma, and cultural beliefs that they are not able to participate or benefit from economic activities or have limited productive roles in society. In this regard, the project will deploy viable strategies to engage target communities and other stakeholders to overcome social stigma and encourage inclusion.
51. The project will take special measures to ensure that members of disadvantaged and marginalized groups have equal opportunities to project benefits. This will include ensuring that they are involved in consultations on project design, ensuring the meeting and consultation points are accessible to people with physical disabilities, and project implementers are guided on their responsibilities to provide services without discrimination. Also, discussions should be conducted in a simplified manner to ensure the illiterate and people with no or limited financial literacy understand the project and its components. In addition, efforts will be made to promote diversity in staffing (see Labor-Management Procedures (LMP) and Environment and Social Management Framework (ESMF).
52. The participation of disadvantaged and marginalized groups in the selection, design, and implementation of project activities will largely determine the extent to which the Inclusion Plan will be achieved. Where adverse impacts are likely, the PIU will undertake prior and informed consultations with the likely affected communities/ groups and those who work

with and/or are knowledgeable of the local development issues and concerns. The primary objectives will be to:

- Understand the operational structures in the respective communities;
- Seek their input/feedback to avoid or minimize the potential adverse impacts associated with the planned interventions;
- Identify culturally appropriate impact mitigation measures; and
- Assess and adopt measures that could be promoted to complement the measures required to mitigate the adverse impacts

53. Consultations will be carried out broadly in two stages. First, prior to commencement of any project activities. The PIU will arrange for consultations with community leaders, and representatives of disadvantaged and marginalized groups about the need for, and the probable positive and negative impacts associated with the project activities. Secondly, after the initial roll-out of the project activities, a rapid assessment will be conducted to ascertain how the disadvantaged and vulnerable groups, in general, perceive the interventions and gather any inputs/feedback they might offer for better outcomes, which would inform the project delivery

54. The following issues will be addressed during the implementation stage of the project:

- i. Provision of an effective mechanism for monitoring the implementation of the Inclusion Plan;
- ii. Development of accountability mechanisms to ensure the planned benefits of the project are equally received by disadvantaged and vulnerable individuals and groups;
- iii. Involve suitably experienced CBOs/NGOs to address the disadvantaged and vulnerable peoples through developing and implementing action plans;
- iv. Ensuring appropriate budgetary allocation of resources for the Inclusion Plan;

7 RESOURCES AND RESPONSIBILITIES FOR SEP IMPLEMENTING ACTIVITIES

7.1 Resources

55. Both human and financial resources are required for the successful preparation and implementation of the SEP. The Project Implementation Unit (PIU) will hire competent and qualified Environmental and Social Development Specialists who will be responsible for ensuring the effective implementation of the SEP. The ToRs for these specialists were drafted during the Project Preparation, and the recruitment will be finalized once the Project is declared effective. The project has set aside funds to ensure that the planned stakeholder engagement activities are implemented and monitored effectively.

7.2 Management Functions and Responsibilities

56. Overall project implementation and coordination for the DRIVE Project in Somaliland will be led by the Government of Somaliland (GoSL) through the Ministry of Finance and Economic Development (MoFED), in close collaboration with Somaliland Quality Control Commission (SQCC). For the purposes of implementation in Somaliland, the project will utilize the existing Project Implementation Unit (PIU) established under the Somaliland Enhancing Public Resource Management Project (SERP) and housed within MoFED. The PIU will be responsible for overall coordination, fiduciary management, procurement, financial management, environmental and social safeguards, and reporting related to Somaliland's respective activities under the DRIVE Project. The PIU will have primary responsibility for the preparation, disclosure, implementation, and monitoring of this Stakeholder Engagement Plan (SEP), ensuring compliance with the World Bank Environmental and Social Framework (ESF), particularly ESS10 on Stakeholder Engagement and Information Disclosure. Technical line ministries and agencies, particularly SQCC, will be responsible for providing technical inputs and oversight and for the implementation of sector-specific activities related to quality infrastructure upgrading, including standards development, testing, inspection, certification, accreditation, and quarantine systems.

57. The PIU will provide collaborative management of program activities, decision-making around co-design and co-management of activities including the annual work plan and budget, co-monitor program activities, conducts quarterly progress reviews, make joint decisions on issues about the implementation, and ensure open communication and maximum accountability. The SERP PIU will provide collaborative management of program activities, decision-making around co-design and co-management of activities including the annual work plan and budget, co-monitor program activities, conducts quarterly progress reviews, make joint decisions on issues about the implementation, and ensure open communication and maximum accountability. As an activity under the Project preparation, the PIU will hire qualified Environmental and Social Safeguard Specialists to oversee the implementation of the SEP, monitoring and evaluating the progress. He/she will share the monthly reports with the project coordinator and be incorporated into the periodic reports to the World Bank.

58. The PIU will be guided by the Steering Committee (PSC) composed of all the project beneficiary ministries. There will be a review to assess the implementation arrangement during each Steering Committee meeting and assess whether the procurement and E&S management should transition to another entity, as long as such entity is assessed as suitable by the World Bank.
59. The social safeguards officer within the PIU will ensure that the SEP is appropriately implemented, monitored, and evaluated. He/she will share the monthly reports with the PSC and the quarterly reports with the World Bank.
60. During project implementation, the SEP will be periodically revised and updated by the PIU as necessary to ensure that the information and the methods of engagement remain appropriate and effective concerning the project context and spread of COVID-19. Any major changes to the project-related activities and their schedule will be duly reflected in the updated SEP. Monthly/quarterly summaries and internal reports on public grievances, inquiries, and related incidents, together with the status of implementation of associated corrective/preventive actions will be collated by responsible staff and referred to the senior management of the project.
61. The monthly/quarterly summaries will provide a mechanism for assessing both the number and the nature of complaints and requests for information, along with the project's ability to address those in a timely and effective manner.

7.2.1 Responsibilities

62. The responsible persons (Environment and Social Safeguards, Coordinator, and other technical teams) within the PIU will coordinate the disclosure of Project information; public consultation activities, and the management of the Grievance Mechanism.
63. Communications specialist(s) will be hired to manage the disclosure of information and media content for disclosure.
64. E & S specialists and GBV specialists (hired under PIU) will oversee the implementation of environmental and social aspects as well as the GBV/SEAH and GRM issues, and inclusion plan throughout project implementation.
65. Community Liaison Officers will be hired by the various contractors to follow up on affected communities' social concerns with clear communication between the affected communities and the PIUs.
66. Supervising Consultant: Supervision and manage all the sites concerning the administration of the project activities including E&S management compliance-related issues.
67. Department of Gender: supervise the gender-related issues during project implementation with emphasis to mitigate the vulnerable affected communities especially women, orphans, child and female-headed households, IDPs, and minority groups.
68. Department of Labour: supervise labor-related issues especially labor influx, and labor-related conflict including employment of the vulnerable and marginalized. Labor inspectors will play a key role during the project implementation.
69. Local Municipalities: These will be part of the GRM and also the local leadership of the areas

where the project will be undertaken will have representation on the Grievance Redress Committees (GRCs).

7.3 Estimated Budget

70. The Project Implementation Unit (PIU) under the SERP project within the Ministry of Finance will have the responsibility of providing the budget for SEP implementation. Table 8-1 below shows the indicative budget for implementing the project:

Table 7-1: SEP Implementation Budget

#	Item	Main Activities	Year I	Year II	Year III	Sub-Total
1	SEP implementation	Formal meetings	10,000	10,000	10,000	30,000
		Public meetings	5,000	5,000	5,000	15,000
2	Stakeholder engagements	Correspondence by phone/email/Text/Instant messaging	5,000	5,000	5,000	15,000
		Print media and TV/radio announcements	5,000	5,000	5,000	15,000
3	Activities related to the Inclusion Plan	Focus group, print media, radio and village meetings	3,000	3,000	3,000	9,000
4	Grievance Redress Mechanisms	Formal GRM Committee meetings	3,000	3,000	3,000	9,000
5	General Facilitation	Workshops, food, transport, publications, communication material	10,000	10,000	10,000	30,000
6	Third Party	M & E	10,000	10,000	10,000	30,000
	Grant Total					153,000

* The indicative figures for the budget will be availed when the SEP is updated in the future

8 GRIEVANCE REDRESS MECHANISM

71. A Grievance Redress Mechanism (GRM) will be in place throughout the project cycle. The GRM will be reviewed during the preparation of the environment and social instruments for the project. This will be prepared before project approval.
72. The main objective of a Grievance Redress Mechanism (GRM) is to assist to resolve complaints and grievances in a timely, effective and efficient, and culturally appropriate manner that satisfies all parties involved including any groups that could be identified during the screening process as indigenous groups. Specifically, it provides a transparent and credible process for fair, effective, and lasting outcomes. It also builds trust and cooperation as an integral component of broader community consultation that facilitates corrective actions. Specifically, the GRM:
- Provides affected people with avenues for making a complaint or resolving any dispute that may arise during the implementation of projects; Ensures that appropriate and mutually acceptable redress actions are identified and implemented to the satisfaction of complainants; Verify that complainants are satisfied with outcomes of corrective actions, and Avoids the need to resort to judicial proceedings in the first instance.
73. Complaints may be raised by staff, partners, consultants, members of the community where the program is operating, or members of the general public regarding any aspect of project implementation. Potential complaints include:
- Fraud or corruption issues;
 - exclusion challenges;
 - Social and environmental impacts;
 - Payment-related complaints;
 - Quality of service issues;
 - Poor use of funds;
 - Workers' rights;
 - Gender-Based Violence (GBV) and Sexual Exploitation and Abuse (SEA) and sexual harassment;
 - Harassment by project security personnel;
 - Excessive use of force by security personnel,
 - Forced labor, including human trafficking and use of prison labor;
 - Child labor; and
 - Threats to personal or communal safety.

8.1 Description of the GRM

74. Grievances will be handled first at the community level with the intervention of the participation of the GRM focal person. Due to limited resources, the government may outsource the services in collaboration with CBOs and local NGOs.

75. A Grievance Committee (GC) will be established at the national level chaired by the Project Coordinator, and the relevant staff will be included as necessary depending on the complaint (procurement, finance, M&E, GBV advisor, E&S, and communication). The social specialists will compile minutes for the meetings and follow up on the grievance resolution process. The GC will meet monthly to review minor complaints, progress on complaints resolution, review the development and effectiveness of the grievance mechanism, and ensure that all staff and civil servants are aware of the system and the project. Immediate meetings will be held in case of significant complaints to be addressed at the PIU level. For serious or severe complaints involving harm to people or those which may pose a risk to the project's reputation, the Project social specialist should immediately inform the head of the PIU, who will inform the World Bank within 48 hours as per the Environmental and Social Incident Reporting (ESIRT) requirements. The GM will include the following steps and indicative timelines.
76. The GM will provide an appeal process if the complainant is not satisfied with the proposed resolution of the complaint. Once all possible means to resolve the complaint have been proposed and if the complainant is still not satisfied then they should be advised of their right to legal recourse.
77. It is important to have multiple and widely known ways to register grievances. Anonymous grievances can be raised and addressed. Several uptake channels under consideration by the project include:

Telephone number +252 XXXX XXXXX

MoFED Grievance Box

MoF PIU Help Desk

Email address: drive.somalilanpiugrms@gmail.com d xxxx @

- Letter to Grievance focal points
- Complaint form to be lodged via any of the above channels
- Walk-ins may register a complaint on a grievance logbook and suggestion boxes.

Once a complaint has been received, by any channel, it should be recorded in the complaints logbook or grievance Excel-sheet/grievance database.

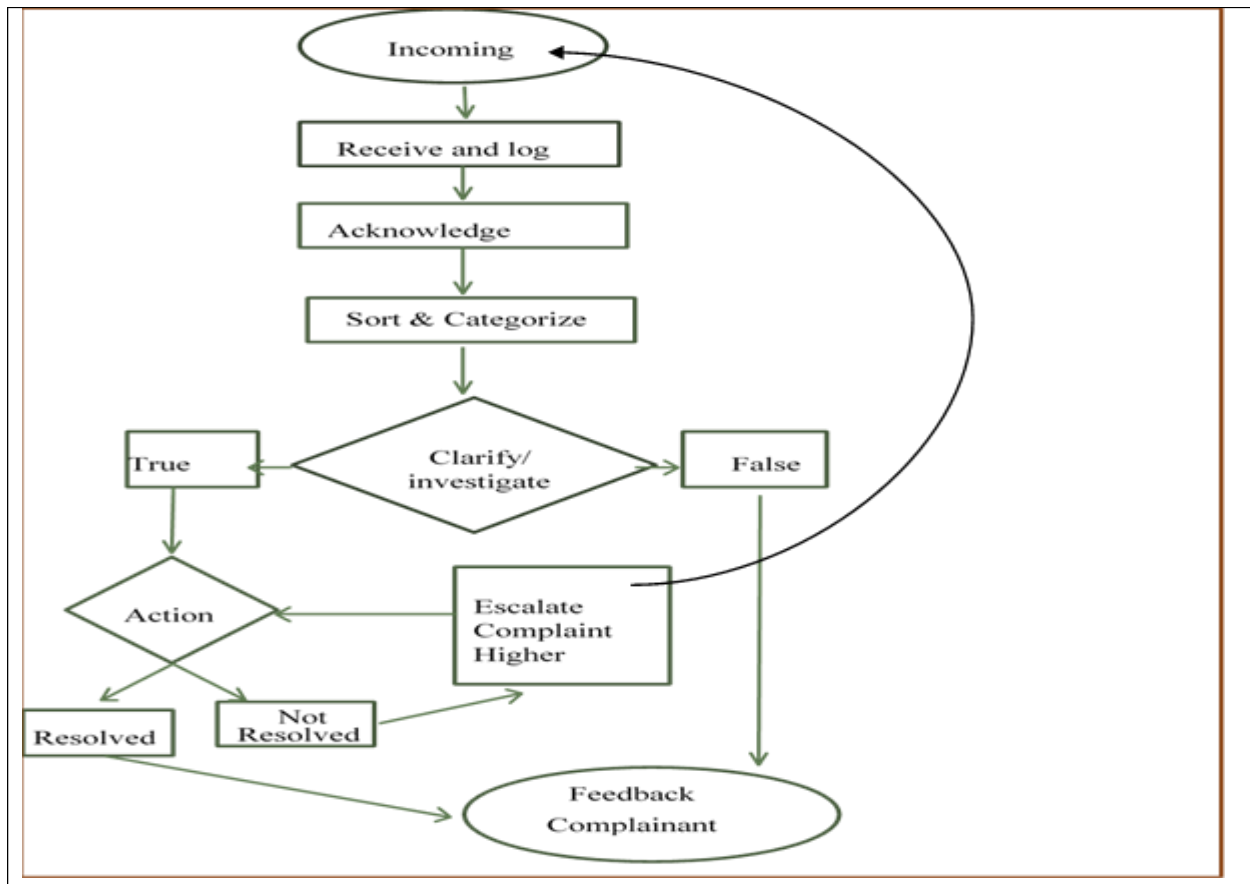


Figure 9-1: Grievance Redress Flow Chart

78. Survivors of Gender-based Violence or Sexual Exploitation and Abuse are generally encouraged to report all GBV/SEA cases through the dedicated GBV/SEA referral system and complaints resolution mechanism in line with the GBV Prevention and Response Plan and Code of conduct. This will be made explicit in all community awareness sessions, as well as be part of the publicly disclosed information. The GBV/SEA referral system will guarantee that survivors receive all necessary services, including survivor-centered manner, medical, legal, and counseling, and that cases are reported to the police where applicable.

79. If such cases are reported through the Project GRM, the GRM Operator needs to report the case within 24 hours to the PIU, as the PIU is obliged to report any cases of GBV/SEA to the World Bank within 48 hours following an informed agreement by the survivor. Furthermore, cases need to be reported to the PIU, if it concerns a direct worker or a worker from a sub-contractor, NGO partner, or even a community worker following a survivor-centered approach. The Grievance Officer are in charge of monitoring that the courses for contractors regarding the Code of Conduct obligations and awareness-raising activities for the community are in place. The information gathered would be monitored and reported to the PIU and the

World Bank. All reporting will limit information to the survivor’s wishes regarding confidentiality and in case the survivor agrees to further report, information will be shared only on a need-to know-base, avoiding all information that may lead to the identification of the survivor and any potential risk of retribution.

8.2 GRM Consultation levels

80. Table 8-1 below provided the details of the stakeholder engagement plan at different project stages including the topic of consultation, the target stakeholders’, methods of engagement, and the responsible entity for implementation:

Table 8-1: GRM Consultation Levels

Project stage	Topic of consultation	Target Stakeholder	Suggested Method	Responsibility
Project Design	Overall activities	Community-level stakeholder	Community meetings	PIU
		national-level stakeholder meetings	In-person meetings, virtual meetings through (Teams, WebEx, Zoom, Skype), email	PIU
Preparation stage	Social assessment, In-depth study of risks and benefits,	Would-be affected individuals and groups, key informants, affected individuals and groups including the vulnerable and marginalized and other groups listed in the inclusion plan	Formal/informal interviews Group discussions Discussions on specific impacts. structured survey gathering quantitative and qualitative information	PIU, project consultants (social specialists), NGOs/CBOs, pastoralists groups and Other knowledgeable persons
Implementation stage	Project Specific ESMPs / and or ESIAs	Productive groups, community stakeholders, including the vulnerable and marginalized and other groups listed in the inclusion plan	In-person meetings, quarterly review.	PIU -Consultants -NGOs/CBOs GRM focal person, CBO, NGOs, PIU Federal Designated staffs

Project stage	Topic of consultation	Target Stakeholder	Suggested Method	Responsibility
Monitoring and Evaluation	Monitoring and evaluating project output and objectives.	Disadvantaged individuals and groups	Formal participation in review and monitoring activities	PIU (social specialists) -Consultants -NGOs & CBOs

81. Ideally, workplace grievances include fair and equal opportunity for employment; labor wage rates and delays of payment; disagreement over working conditions; and health and safety concerns in the work environment. Therefore, a grievance mechanism (GM) will be provided for all direct workers, contracted workers, and consultants to raise workplace concerns. The GRM is designed to ensure that grievances and perceived injustices are handled by the project and that the project aids in mitigating general conflict stresses by addressing grievances that occur between people, groups, communities, government actors, and beneficiaries. Aggrieved parties need to be able to refer to institutions, instruments, methods, and processes by which a resolution to a grievance is sought and provided. The GRM, therefore, provides an effective avenue for expressing concerns, providing redress, and allowing for general feedback from community members.

8.3 World Bank Grievance Redress Service (GRS).

82. The World Bank which funds this project provides a forum for grievance redress through its website – Grievance Redress Service (GRS). Through this avenue, complaints can also be reported by logging in, and the World Bank initiates a mediation between the affected communities or other stakeholders and the implementing agencies. The GRS also provides the information sought by the public on the project (The GRS accepts complaints in English or the official language of the country of the person submitting the complaint.) Submissions to the GRS may be sent by:

Email: grievances@worldbank.org

Fax: +1-202-614-7313

Letter: The World Bank

Grievance Redress Service (GRS) MSN

MC 10-1018

1818 H St NW

Washington, DC 20433, USA

9 MONITORING AND REPORTING

83. 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.

9.1 Involvement of Stakeholders in Monitoring Activities

84. 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.

85. 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:

- i. Conducting stakeholder engagement in a consultative manner, following the SEP, and building upon the channels of communication and engagement as established with stakeholders
- ii. Collection of feedback from stakeholders on the environment and social performance of the project, and on the implementation of the mitigation measures outlined in the ESCP on a bi-annual basis.
- iii. Periodic reviews of compliance with requirements of the legal agreement, including the ESCP.

86. 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.

87. 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.

88. Figure 1 below shows the schematic flow diagram of the stakeholders' grievances from the receiving of the complaint to resolution with many alternative means of grievance resolution:

9.2 Reporting back to Stakeholder Groups

89. 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.

90. 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.

Annexes

Annex 1: List of Previous Stakeholder Engagement under the Project

Institutions consulted	Nature of the institution
A. Public Stakeholders	
<i>Somaliland Ministry of Finance</i>	Expected Borrower
<i>Somaliland Ministry of Trade</i>	Ministry of Trade of the Somaliland
<i>Somaliland Quality Control Commission</i>	Quality Infrastructure Agency of Somaliland
B. Private Stakeholders	
<i>ACRE Africa</i>	Established agri-insurance products distributor. Recently ZEP Re (Pta Reinsurance Co.) acquired 51% shareholding
<i>Agency for Inclusive Insurance Development (AIID)</i>	Insurance agency with interest in developing solutions for design, delivery, and distribution of livestock insurance in pastoral regions
<i>Somaliland Chamber of Commerce</i>	Representing the private sector in Somaliland
C. Development partners and international organizations	
<i>Africa Development Bank (AfDB)</i>	Multilateral Development Finance Institution. Implementing related projects.
Institutions consulted	Nature of the institution
<i>Africa Risk Capacity (ARC)</i>	Specialized Agency of the AU that helps African governments to better plan, prepare, and respond to extreme weather events and natural disasters.
<i>Africa Trade Insurance (ATI)</i>	Pan-African financial institution providing credit and political risk Insurance Products to support African investments and trade to companies, investors & lenders in Africa.
<i>Building opportunities for resilience in the Horn of Africa (BORESHA)</i>	Consortium (DRC, World Vision, Care International) targeting 350,000 beneficiaries – promotes economic development and greater resilience among vulnerable groups.

<i>Centre for Disaster Protection (CDP)</i>	Centre with the mandate to find better ways to stop disasters devastating lives and economies, by supporting countries to better manage disaster risk.
<i>Drought Index-insurance for Resilience in the Sahel and Horn of Africa (DIRISHA)</i>	DIRISHA study taking stock of the experience of index-based livestock insurance programs in the region, and assessing the operational and technical feasibility and options for regional implementation.
<i>European Union (EU)</i>	EU Commission, and teams based in Somalia, Kenya, Ethiopia, Djibouti
<i>Food and Aid Organization (FAO)</i>	UN specialized agency that leads international efforts to defeat hunger. Discussed FAO livestock value chain work.
<i>Foreign, Commonwealth & Development Office (FCDO)</i>	Department of the UK government responsible for foreign affairs. Discussed potential institutions for regional implementation arrangement.
<i>International Fund for Agricultural Development (IFAD)</i>	UN agency financing agricultural development projects, primarily for food production
<i>International Livestock Research Institute (ILRI)</i>	Research centre designed to reduce poverty in developing countries through research for efficient, safe, and sustainable use of livestock—ensuring better lives through livestock.
<i>Intergovernmental Authority on Development (IGAD)</i>	Regional eight-country trade bloc in the HoA. Discussed the DRIVE concept and the potential role of regional bodies.
<i>IGAD Centre For Pastoral Areas and Livestock Development (ICPALD)</i>	The mission is to complement the efforts of IGAD member states to sustainably generate wealth, employment and act as a regional policy reference institution for livestock and drylands
<i>KFW</i>	German Development institution. Discussed potential institutions for regional implementation.
<i>The Somalia Resilience Program (SOMREP)</i>	Somali Resilience Program, group of NGOs supporting resilience building
<i>United Nations Industrial Development Organization (UNIDO)</i>	UN Industrial and Development Corporation 41
<i>World Food Program (WFP)</i>	Food-assistance branch of the UN. Supporting index-based livestock insurance in Somali and Afar region of Ethiopia.
<i>ZEP Re (Pta Reinsurance Co.)</i>	COMESA company promotes trade in insurance and reinsurance through the creation of capacity, provision of technical services, and re-investment of premium funds within the region.

ANNEX II: Grievance Registration Form (GRM/001)

Date: _____ Grievance Number: _____

Plaintiff: _____

Cell Phone: _____ Village: _____

Chiefdom: _____ District: _____

Province: _____

Grievance Category (e.g. land, house, etc.):

Grievance location (Village, Ward, District): _____

Description of grievance: _____

Signature of Recording Officer: _____

NB: The information and details provided herein will be kept and remain confidential and anonymous and under no circumstances will the details be revealed save for instances of victim protection only.

ANNEX III: Acknowledgement Receipt (GRM/002)

Complaint no.: Date of issuing complaint(dd/mm/yyyy)

Place of issuing complaint:

Village/Town/City/Area: District:

Details of the Complainant:

Name: Age:
Address: Gender.....
Email address: Phone no.

Supporting documents submitted:

- i.
- ii.
- iii.
- iv.
- v.

Summary of complaint:

.....
.....
.....
.....
.....
.....

Name of Officer receiving Complaint: _____

Signature of Officer receiving Complaint: _____

All information and details of the parties must be kept confidential and anonymous.

ANNEX IV: Meeting Record Structure (Grievance Redress Committee & Other Meetings) (GRM/003).

Date of Meeting: Complaint no.: Venue of Meeting:

List of participants:

Complainant Side	Grievance Redress Committee Members
1) 2)	1) 2) 3)

Summary of Grievance:

.....

Key discussions:

- 1)
- 2)
- 3)
- 4)
- 5)

Decisions Made/Recommendations by the Grievance Redress Committee:

- 1)
- 2)
- 3)

Status of Grievance (tick where applicable):

Solved		Unsolved	
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Chair person's name: _____

Chair person's signature: _____

Date (dd/mm/yyyy): _____

All information and details of the parties must be kept confidential and anonymous.

ANNEX V: Grievance Investigation Report (004)

PARTICULARS OF THE GRIEVANCE			
Name of Complainant:			
Grievance Number:	Reference		
Grievance Category :			
Grievance Description:			
Grievance location (District, Ward, Village):			
TYPE OF INVESTIGATION CONDUCTED			
Field or Site Visit: Yes. () No. ()	Desk Review: Yes. () No. ()	Date Conducted:	
Key people consulted/interviewed:			
Description of the scope of the investigation:			
Summary of the findings:			
Recommendations			
Responsible/Investigation Officer Name:			
Signature:			
Designation:			
Date:			
Province			
District			

All information and details of the parties must be kept confidential and anonymous.

ANNEX VI: Quarterly Report of Registered Complaints (GRM/005)

Location Date (dd/mm/yyyy) Period (Quarter ending)

i. Details of Complaints Received:

Place of issuing complaint	Name & Address of complainant	Location of complaint/concern	Date of Receipt	Complaint no.

ii. Details of Grievance Redress Meetings:

Date of meeting	Venue of meeting	Names of participants	Decisions/Recommendations made

iii. Details of Grievances addressed:

Date of issuing complaint	Category of complaint	Category of grievance	Brief description of grievance	Date of complete resolution

(Note: Copy to be submitted to the Project Coordination Unit)

Somaliland Quality Control Commission (SQCC)

STAKEHOLDER ENGAGEMENT REPORT



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DRIVE PROJECT: STAKEHOLDER CONSULTATION MEETING REPORT



Date: 25th February 2026

Venue: SQCC Meeting Hall

1. Introduction

The Somaliland Quality Control Commission (SQCC), in collaboration with the Ministry of Finance and Economic Development (MoFED), convened a Stakeholder Consultation Meeting for the De-Risking, Inclusion and Value Enhancement of Pastoral Economies (DRIVE) Project on 25 February 2026 at the SQCC Meeting Hall in Hargeisa.

The DRIVE Project, financed by the World Bank, is a regional initiative implemented across selected Horn of Africa countries, including Somaliland, with the objective of strengthening pastoral economies through risk mitigation, value chain enhancement, and trade facilitation. In Somaliland, the project is implemented in line with the Subsidiary Agreement between the Government of Somaliland (GoSL) and focuses on a clearly defined scope under livestock value chains and quality infrastructure.

The consultation meeting served as a critical platform to present the objectives, scope, and implementation approach of the DRIVE Project in Somaliland and to solicit views, concerns, and recommendations from a broad range of stakeholders. Participants were drawn from government institutions, civil society organizations, private sector actors (traders, exporters, SMEs), academic and research institutions, vulnerable groups, and development partners.

The meeting was conducted in accordance with the World Bank Environmental and Social Framework (ESF), particularly Environmental and Social Standard 10 (ESS10) on Stakeholder Engagement and Information Disclosure, ensuring transparency, inclusivity, and meaningful participation.

2. Project Description

The De-Risking, Inclusion and Value Enhancement of Pastoral Economies in the Horn of Africa (DRIVE) Project aims to enhance pastoral livelihoods by improving resilience to climate shocks, strengthening value chains, and facilitating livestock trade across the region. At the regional level, the project includes financial risk mitigation instruments, value chain development, and trade facilitation interventions.

2.1 Somaliland Scope under DRIVE

In Somaliland, the project focuses exclusively on Component 2: Livestock Value Chains and Trade Facilitation, in line with the agreed subsidiary arrangements. The objective of this component is to connect pastoralists more effectively to markets and strengthen livestock value chains through institutional strengthening and upgrading of quality infrastructure.

Specifically, the Somaliland component supports:

- **Upgrading quality infrastructure**, including standards development, testing facilities, inspection services, certification services, and quarantine systems, to ensure compliance with national, regional, and international requirements.
- **Capacity building and technical assistance** to institutions responsible for quality infrastructure, particularly the Somaliland Quality Control Commission (SQCC), as well as livestock traders, exporters, investors, and local communities.

- **Operationalization of Mutual Recognition Agreements (MRAs)** within the Horn of Africa to facilitate regional trade.
- **Strengthening laboratory and testing capacity**, including establishment of a center of excellence for livestock product testing.
- **Upgrading quarantine facilities**, subject to technical assessments.
- **Supporting market and trade infrastructure**, including market centers and livestock market information systems; and

The quality infrastructure ecosystem in Somaliland remains at an early stage of development. While live animal exports account for approximately 85 percent of Somaliland’s export earnings, limitations in testing, inspection, and product certification constrain access to higher-value markets, particularly for processed livestock products such as meat. The DRIVE Project therefore presents a strategic opportunity to address these gaps and enhance Somaliland’s competitiveness in regional and international markets.

3. Objectives of Stakeholder Engagement

Stakeholder engagement is an inclusive and continuous process conducted throughout the project life cycle. When effectively designed and implemented, it strengthens trust, enhances ownership, and improves the management of environmental and social risks.

The objectives of the stakeholder consultation meeting were to:

- Inform stakeholders about the scope, objectives, and implementation arrangements of the DRIVE Project in Somaliland.
- Gather stakeholder views on priority needs, risks, and opportunities related to upgrading quality infrastructure.
- Identify potential environmental, social, and protection risks, including GBV/SEAH, and discuss mitigation measures.
- Strengthen coordination and collaboration among government institutions, civil society, and the private sector; and
- Ensure continued stakeholder engagement in line with ESS10 requirements throughout project implementation.

4. Participants

A total of **32 participants** attended the consultation meeting, representing a wide range of institutions and stakeholder groups, including:

- Ministry of Finance and Economic Development (MoFED).
- Somaliland Quality Control Commission (SQCC).

- SERP Project Team.
- Ministry of Livestock and Rural Development.
- Ministry of Trade and Tourism.
- Ministry of Agriculture.
- Ministry of Environment and Climate Change.
- Ministry of Employment, Social Affairs and Family.
- National Insurance Authority.
- Somaliland Institute of Agriculture.
- NADFOR
- Commercial banks and financial institutions.
- Academic and research institutions, including the **University of Hargeisa** and **ISIR**.
- Civil society organizations and associations, including **NAFAQO Association**, **NAFIS**, **WAAPO**, **SONYO**, **SONSAF**, and camel milk producer associations.
- Development partners, including **GIZ** and **FAO**.
- Representatives of women, youth, and **persons with disabilities**.

The diverse participation ensured that perspectives from policy, implementation, community, and private sector levels were adequately represented.

5. Opening Session

5.1 Welcome and Project Introduction

The meeting commenced with welcome remarks delivered by **Mr. Mohamoud Omer Hussein**, Coordinator of the Somaliland SERP Project and DRIVE Project Coordinator. He warmly welcomed participants on behalf of SQCC and MoFED and expressed appreciation for their active engagement.

Mr. Mohamoud provided an overview of the DRIVE Project, emphasizing its strategic importance in strengthening livestock value chains and enhancing Somaliland's trade competitiveness. He highlighted that, in Somaliland, the project focuses exclusively on upgrading quality infrastructure, including standards, testing, inspection, certification, and quarantine systems.

He underscored that the purpose of the consultation was to engage stakeholders directly, ensuring that project design and implementation are informed by stakeholder needs, priorities, and risks. He explained that discussions would focus on:

- Stakeholder engagement and communication.
- Targeting, inclusion, and participation.
- Grievance management and accountability mechanisms; and
- Protection, GBV/SEAH, environmental, health, and safety safeguards.

He encouraged participants to actively contribute and emphasized that community ownership, inclusivity, and transparency are fundamental to the success of the DRIVE Project.

5.2 Remarks from Stakeholder Representatives

Following the welcome remarks, selected stakeholder representatives shared their perspectives:

- A representative from the **Ministry of Environment and Climate Change** highlighted the importance of integrating environmental safeguards into quarantine facilities and laboratories, noting the need for proper waste management and environmental protection measures.
- A representative from the **University of Hargeisa** emphasized the role of research and academia in supporting quality infrastructure through applied research, skills development, and evidence-based policy advice.
- A representative from **ISIR** stressed the need for strong data systems, testing capacity, and collaboration between research institutions and regulatory agencies to strengthen compliance with international standards.
- A representative from **NAFIS** highlighted the importance of ensuring that small-scale producers, women, and youth are not excluded from improved quality and certification systems due to cost or complexity.

5.3 Official Opening

The consultation meeting was officially opened by **Mr. Mohamed Kayse, Chairman of SQCC**. In his remarks, he welcomed participants and acknowledged the broad representation of stakeholders as a reflection of the project's importance to Somaliland's economy.

He emphasized that improving quality infrastructure is critical for expanding market access, building trust with trading partners, and enabling Somaliland to move up the livestock value chain. He encouraged participants to share experiences, raise concerns, and propose practical solutions, noting that stakeholder feedback would directly inform the finalization of project activities and the operational roadmap.

He concluded by calling for continued collaboration, mutual accountability, and collective ownership, emphasizing that the DRIVE Project should serve as a model for inclusive, resilient, and sustainable development in Somaliland.

6. Technical Presentation

The technical presentation was delivered by **Mr. Sacad**, representing the Somaliland Quality Control Commission (SQCC).

His presentation provided a detailed overview of the DRIVE Project, including its Project Development Objective (PDO), implementation arrangements, institutional roles, and expected results, with specific emphasis on Somaliland's scope under the project.

Mr. Sacad began by reiterating that the Project Development Objective (PDO) of the DRIVE Project is to enhance pastoralists' access to markets, strengthen livestock value chains, and facilitate livestock trade in the Horn of Africa through improved quality infrastructure and institutional capacity. He emphasized that, while the project is regional in nature, the Somaliland component is clearly defined and focuses exclusively on Component 2: Livestock Value Chains and Trade Facilitation.

He explained that the DRIVE Project is designed as a regional and collaborative intervention, enabling countries in the Horn of Africa to benefit from harmonized standards, shared systems, and mutual recognition arrangements, thereby improving trade efficiency and competitiveness. For Somaliland, this translates into targeted investments and technical assistance aimed at upgrading quality infrastructure systems to meet regional and international requirements.

Mr. Sacad further outlined that the Somaliland component prioritizes:

- Strengthening standards development, testing, inspection, certification, and accreditation systems for livestock and livestock products.
- Enhancing the institutional and technical capacity of SQCC and other relevant agencies.
- Upgrading quarantine facilities, subject to technical assessments.
- Supporting the operationalization of Mutual Recognition Agreements (MRAs) within the Horn of Africa; and
- Improving coordination between public institutions, the private sector, and communities involved in livestock production and trade.

He highlighted that improved quality infrastructure is critical for enabling Somaliland to transition from reliance on live animal exports toward higher value-added livestock products, while ensuring compliance with sanitary, phytosanitary, and quality standards. He concluded by emphasizing that stakeholder input gathered during the consultation would directly inform project implementation planning, safeguards instruments, and institutional strengthening measures.

7. Stakeholder Group Discussions

Participants were divided into four thematic working groups to deliberate on critical issues relevant to the DRIVE Project in Somaliland. Each group worked under a clearly defined objective and guiding questions. The discussions were participatory and solution-oriented, resulting in the following consolidated outcomes:

Group 1 – Stakeholder Engagement & Communication

Objective:

Identify effective, culturally appropriate, and inclusive ways to engage stakeholders and communicate information related to quality infrastructure upgrading under the DRIVE Project in Somaliland.

Key Outputs:

- Stakeholders agreed that regular coordination and consultation meetings, ideally conducted every three months, are essential to keep communities and stakeholders informed of project progress and upcoming activities.
- The use of digital communication platforms, particularly WhatsApp groups and social media, was recommended for timely information sharing and wider outreach, especially for traders, exporters, and youth.
- Participants emphasized that communication strategies must be culturally appropriate, utilizing respected community elders, traditional leaders, and community committees to enhance legitimacy and acceptance.
- It was agreed that stakeholder feedback should be documented, analyzed, and visibly reflected in project decisions, with summaries of how feedback was addressed shared back with stakeholders to reinforce transparency and trust.
- Transparent, consistent, and two-way communication was identified as critical to building trust, ensuring accountability, and strengthening community ownership of the DRIVE Project.

Group 2 – Targeting, Inclusion & Participation in Quality Infrastructure

Objective:

Determine fair, inclusive, and transparent approaches to ensure all relevant actors benefit from and participate in quality infrastructure improvements.

Key Outputs

- Stakeholders agreed that primary beneficiaries of quality infrastructure upgrading should include small-scale traders, exporters, producer groups, and processors, while secondary beneficiaries include inspectors, regulatory institutions, transporters, and local communities surrounding infrastructure sites.
- Participants stressed that without deliberate inclusion measures, small-scale actors, women, and youth risk exclusion due to higher compliance costs, limited technical knowledge, or lack of access to information.
- Expected positive impacts from improved standards, testing, and certification systems include:

- Improved market access and price stability.
- Reduced rejection of livestock and livestock products.
- Increased confidence of regional and international buyers; and
- Opportunities to diversify into higher value-added livestock products.
- Potential negative or unintended impacts identified included:
 - Exclusion from small traders unable to meet new standards.
 - Increased operational costs due to certification or inspection fees; and
 - Power imbalances favoring larger exporters.
- To mitigate exclusion risks, stakeholders recommended:
 - Phased implementation of standards.
 - Subsidized or cost-sharing mechanisms for small actors.
 - Simplified procedures and clear guidance on compliance requirements; and
 - Targeted capacity-building and awareness programs.
- Cultural and social barriers to women and youth participation were acknowledged. Stakeholders recommended affirmative inclusion measures, leadership training, and community sensitization to normalize women’s and youth participation in quality-related committees and decision-making processes

Group 3 – Grievance Management & Accountability

Objective:

Strengthen fairness, transparency, and trust in handling grievances related to inspection, certification, quarantine, and quality enforcement.

Key Outputs

- Common grievances identified included disputes over inspection results, certification decisions, quarantine duration, fees, perceived bias, delays, and lack of clarity in procedures.
- Currently, such grievances are addressed through a mix of institutional channels (regulatory offices) and traditional dispute resolution mechanisms, though these systems are often informal and inconsistent.
- Stakeholders recommended that DRIVE establish a clear, project-specific Grievance Redress Mechanism (GRM) aligned with national systems and community practices, ensuring consistency and predictability.

- DRIVE should work closely with formal institutions (SQCC, ministries) to ensure grievances are resolved fairly, culturally sensitively, and without retaliation.
- To ensure confidentiality, transparency, and timely resolution, stakeholders emphasized:
 - Clear procedures and timelines for grievance handling.
 - Confidential handling of sensitive cases.
 - Documentation and tracking of complaints; and
 - Regular reporting on grievance trends and resolutions.
- Accessible grievance reporting channels recommended included:
 - Dedicated hotlines,
 - Community meetings,
 - Suggestion boxes,
 - In-person reporting at institutional offices.
- Improving accountability and trust requires consistent enforcement of rules, respectful treatment of complainants, feedback to communities on resolved cases, and visible corrective actions where misconduct is identified.

Group 4 – Protection, Environment, Health & Safety (EHS)

Objective:

Identify risks and mitigation measures related to GBV/SEAH, environmental impacts, and occupational health and safety associated with quality infrastructure upgrading.

A. Protection & GBV/SEAH – Consolidated Outputs

- Stakeholders acknowledged that risks of GBV and SEAH may arise during inspections, interactions at quarantine facilities, or power imbalances between officials and community members.
- Existing GBV reporting mechanisms were noted; however, their effectiveness is limited by fear of stigma, lack of confidentiality, and weak referral pathways.
- Local organizations, women’s groups, and NGOs were identified as important partners for GBV prevention, survivor support, and referrals.
- Participants recommended that DRIVE:
 - Develop and enforce codes of conduct with zero tolerance for GBV/SEAH.
 - Train all project staff and partners on GBV/SEAH prevention.
 - Establish confidential reporting and referral systems; and
 - Conduct regular awareness campaigns to reduce stigma and encourage reporting.

B. Environment, Health & Safety – Consolidated Outputs

- Environmental risks associated with quality infrastructure upgrading include:
 - Waste management challenges from laboratories and quarantine facilities.
 - Pressure on land and water resources.
 - Soil erosion and land degradation; and
 - Flooding and other climate-related hazards.
- Participants highlighted the need to protect environmentally sensitive and culturally significant sites during infrastructure development and upgrades.
- Climate change impacts such as increased drought frequency, disease outbreaks, displacement, and infrastructure damage were recognized as key risks affecting livestock quality and inspection systems.
- Occupational health and safety risks identified include physical injuries, exposure to chemicals, biological hazards, and inadequate protective equipment for inspectors and workers.
- Stakeholders recommended embedding EHS protocols, environmental safeguards, waste management systems, and climate-resilient design measures into all project activities to ensure sustainability and safety.

8. Agreed Action Points

The consultation concluded with a series of agreed action points designed to guide the next steps in the design and implementation of the DRIVE Project in Somaliland. Participants collectively acknowledged that the success of the project will depend on inclusivity, transparency, accountability, and sustained community engagement. The following commitments and action points were recorded:

1. **Strengthen Stakeholder Engagement and Communication:** SQCC, in collaboration with MoFED and relevant MDAs, will develop and implement a structured stakeholder engagement and communication plan, ensuring regular information sharing through culturally appropriate channels. Stakeholder updates will be provided on a quarterly basis and during key project milestones.
2. **Ensure Inclusive Participation and Fair Targeting:** The project will adopt inclusive targeting and participation mechanisms to ensure that small-scale traders, pastoralists, women, youth, and other marginalized groups benefit from upgraded quality infrastructure. Measures such as capacity building, simplified compliance procedures, and phased implementation of standards will be considered to reduce exclusion risks.

3. **Build Institutional and Technical Capacity:** Targeted technical assistance and capacity-building programs will be provided to SQCC and other relevant institutions, as well as private sector actors, to strengthen skills in standards development, testing, inspection, certification, and accreditation. Partnerships with academic and research institutions will be explored to support long-term capacity development.
4. **Establish and Operationalize a Grievance Redress Mechanism (GRM):** A project-level Grievance Redress Mechanism will be established and operationalized prior to major implementation activities. The GRM will include multiple entry points, clear timelines for resolution, confidentiality safeguards, and regular reporting to ensure transparency and trust.
5. **Integrate GBV/SEAH Prevention and Response Measures:** The project will adopt and enforce zero-tolerance policies and codes of conduct on GBV/SEAH for all project actors. Training, awareness-raising activities, and confidential reporting and referral mechanisms will be integrated into project implementation in collaboration with relevant local service providers.
6. **Apply Environmental, Health, and Safety Safeguards:** Environmental and occupational health and safety considerations will be embedded into all quality infrastructure upgrading activities. This includes proper waste management systems, climate-resilient design measures, protection of environmentally and culturally sensitive sites, and enforcement of health and safety protocols for workers and communities.
7. **Promote Transparency and Accountability:** Clear procedures, publicly available information, and regular reporting on project progress, grievances, and outcomes will be used to strengthen accountability. Stakeholder feedback will be systematically documented and reflected in project decision-making processes.
8. **Sustain Engagement and Feedback Loops:** SQCC and MoFED committed to maintaining continuous stakeholder engagement throughout the project life cycle. Follow-up consultations will be conducted to validate progress, address emerging risks, and ensure that community perspectives remain central to project implementation.

These agreed action points will inform the finalization of project implementation plans, safeguards instruments, and monitoring arrangements, and will be reviewed periodically to ensure responsiveness to stakeholder feedback and evolving project needs.