



FEDERAL REPUBLIC OF SOMALIA

MINISTRY OF FINANCE

MINISTRY OF PUBLIC WORKS RECONSTRUCTION AND HOUSING

AND

MINISTRY OF TRANSPORT AND CIVIL AVIATION

SOMALIA TRANSFORMATIONAL ACCESS AND INFRASTRUCTURE RESILIENCE
FOR SUSTAINABLE JOBS PROGRAM, PHASE 1
(P513127)

AS PHASE 1 OF THE MULTI-PHASE PROGRAMMATIC APPROACH

STAKEHOLDER ENGAGEMENT PLAN

APPRAISAL DRAFT

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ABBREVIATIONS AND ACRONYMS

Acronym	Definition
AF	Additional Financing
AF4	Fourth Additional Financing
AM	Accountability Mechanism
ARFF	Airfield Rescue and Firefighting
BRA	Banadir Regional Administration
CERC	Contingent Emergency Response Component
CSO	Civil Society Organization
CWW	Concern Worldwide
E&S	Environmental and Social
ESF	Environmental and Social Framework
ESHS	Environmental, Social, Health and Safety
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
ESS	Environmental and Social Standard
ESS1	Assessment and Management of Environmental and Social Risks and Impacts
ESS10	Stakeholder Engagement and Information Disclosure
FCV	Fragility, Conflict and Violence
GBV	Gender-Based Violence
GM	Grievance Mechanism
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism
GRS	Grievance Redress Service
HLG	Hargeisa Local Government
ICAO	International Civil Aviation Organization

Acronym	Definition
IDA	International Development Association
IDP	Internally Displaced Person
INGO	International Non-Governmental Organization
IOM	International Organization for Migration
LMP	Labor Management Procedures
M&E	Monitoring and Evaluation
MIS	Management Information System
MoECC	Ministry of Environment and Climate Change
MoTCA	Ministry of Transport and Civil Aviation
MPWR&H	Ministry of Public Works, Reconstruction, and Housing
NbS	Nature-based Solutions
NGO	Non-Governmental Organization
NRC	Norwegian Refugee Council
O&M	Operations and Maintenance
OHS	Occupational Health and Safety
OPM	Office of the Prime Minister
PAP	Project-Affected Person
PCU	Project Coordination Unit
PIU	Project Implementation Unit
PDO	Project Development Objective
PPP	Public-Private Partnership
RAP	Resettlement Action Plan
RF	Resettlement Framework
SARPs	Standards and Recommended Practices
SCAA	Somali Civil Aviation Authority
SDS	Sustainable Development Solutions
SEF	Stakeholder Engagement Framework
SEP	Stakeholder Engagement Plan

Acronym	Definition
SMPF	Somali Multi Partner Fund
SOPs	Standard Operating Procedures
STAIRS	Somali Transformational Access and Infrastructure Resilience
S2J	Stairs to Jobs
SUIPP	Somalia Urban Investment Planning Project
SURP	Somalia Urban Resilience Project
SURP II	Somalia Urban Resilience Project Phase II
S	Satisfactory
TBC	To Be Confirmed
ToR	Terms of Reference
UN	United Nations
UNOPS	United Nations Office for Project Services
WASH	Water, Sanitation and Hygiene
WB	World Bank
WBG	World Bank Group

1 INTRODUCTION

The Federal Republic of Somalia, with the support of the World Bank, is implementing the Somalia Transformational Access and Infrastructure Resilience for Sustainable Jobs Program-Phase 1 (P513127) (STAIRS2J or the Program). The Program is implemented by the Federal Government through the Ministry of Finance (MoF), which serves as the lead coordination agency, the Ministry of Transport and Civil Aviation (MoTCA) and the Ministry of Public Works, Reconstruction and Housing (MoPWRH), as well as relevant Federal Member States and local government authorities. The Program is designed to address critical infrastructure constraints resulting from decades of conflict, limited investment, and institutional fragility, which continue to hinder economic growth, service delivery, and job creation.

For the implementation of the Program, a Multi-Phase Programmatic Approach (MPA) has been adopted to improve access to resilient infrastructure, enhance connectivity, and strengthen institutional capacity to support sustainable infrastructure development and job creation. Phase 1 focuses on priority investments in airport infrastructure, urban drainage systems, and economic corridors, alongside strengthening institutional systems for infrastructure planning, implementation, and management.

This Stakeholder Engagement Plan (SEP) has been prepared in accordance with the World Bank Environmental and Social Framework (ESF), specifically Environmental and Social Standard 10: Stakeholder Engagement and Information Disclosure (ESS10). This SEP defines the strategy and mechanisms for ensuring systematic, inclusive, and meaningful stakeholder engagement throughout project preparation and implementation, in line with ESF requirements.

1.1 Project Description

The Project Development Objective (PDO) of MPA Phase 1 (“the project”) is to expand access to selected resilient infrastructure and services and improve the capacity of relevant institutions. Phase 1 will address critical gaps in connective infrastructure and services while also building the foundation for future Phases. As such it will: i) build the capacity of targeted institutions to ensure successful implementation of future investments; ii) deliver early success in critical services to build stakeholder buy in, political momentum, and crowd in financing; and iii) facilitate reliable and safe access to reduce implementation risk and costs for future phases. In doing so, it will lay the foundation for incremental scale up of subsequent phases.

Additional phases are as follows:

- Phase 2: Activities are expected to include the construction and upgrading of urban roads and selected economic corridors, designed using climate-and risk-informed standards and, where appropriate incorporating nature-based solutions (NbS) for drainage, flood management, and environmental sustainability. Phase 2 will support the improvement of additional airstrips to enhance safe, reliable access and strengthen national and regional connectivity. In parallel, the phase may finance the establishment and operationalization of emergency response and disaster management facilities in key cities and states, building on a national level system developed under SCRP. Finally, phase 2 will support expanded technical assistance for the development of an engineering board and Somali Airports Authority, transitioning into operationalization.
- Phase 3. Noting the large-scale investment needs for economic corridors, this phase will focus on reconstruction of key corridors within the country, depending on the experience and results from the design and pilot in Phase 1 and 2. It will also continue institutional development activities from earlier phases.
- Phase 4. This phase will be the completion phase, with activities primarily concentrated in pillar 3, supporting maintenance of key assets and institutionalization of infrastructure operations and maintenance structures. In addition, it will be used to define future infrastructure engagement.

1.2 Project Development Objective:

The project objectives will be measured by the following outcome indicators:

- (i) Direct users that benefit from improved access to sustainable transport infrastructure and services (Number of people, disaggregated by gender and youth)
- (ii) People benefiting from climate resilient infrastructure (Number of people, disaggregated by gender and youth)
- (iii) Air transport-related revenues generated (US Dollars)

1.3 Project Components

Phase 1 consists of three components aligned with the MPA Pillars, as well as a fourth supporting implementation. Activities within the Components have been carefully selected based on clear criteria, including criticality to ensure safe, reliable, and climate-resilient connectivity throughout the country, addressing key bottlenecks in the delivery of urban services in regional hubs, and maximizing sustainable job creation. Together, these components are designed to deliver early results while embedding resilience, preparedness, and institutional strengthening as foundations for subsequent phases.

Component 1: Resilient Infrastructure for connectivity, jobs, and growth (US\$138.2 million)

Sub-Component 1.A: Safe and Resilient Air Access (US\$19.5 million) - The subcomponent aims to enhance airfield safety at key regional and local aerodromes. At international and regional hub airports (Mogadishu, Baidoa, Kismayo and Garowe) investments will include (i) airfield ground lighting; (ii) passenger and cargo screening equipment; (iii) improved power supply (solar or emergency generators) and water supply; (vi) passenger security and baggage screening equipment to enable compliance with civil aviation regulations, and (vii) improved airfield rescue and firefighting (ARFF) capacity to allow key hubs to meet international standards. At local airstrips critical for emergency and commercial access (Galkayo, Dhusamareb, Jowhar, Doble, Barawe)¹ necessary investments will be made to ensure compliance with International Civil Aviation Organization (ICAO) Standards and Recommended Practices (SARPs) to meet Aerodrome 3C compliance. Based on assessments of these airfields, several investments have been prioritized including: i) upgrading of runways to ensure all weather operations; ii) provision of airfield drainage or swales to redirect water and protect airfield assets; iii) rehabilitation of fencing for perimeter security; iv) development of small terminal or passenger facilitation services; v) improved power supply (solar or emergency generators); and vi) passenger security and baggage screening equipment to enable compliance with civil aviation regulations.

Sub-Component 1.B: Resilient Urban Infrastructure (US\$ 68 million)-this subcomponent directly addresses Somalia's acute climate exposure and urban flood vulnerability through the financing of critical trunk drainage in Mogadishu. The investment covers the construction of the main trunk drainage line L-2, identified as a primary coastal trunk drainage line associated with Catchment O-16. for catchment outfall 0-16 (Line-2), extending from the sea outfall inland towards. The proposed infrastructure was designed by UNOPS and Hydronova in accordance with the Mogadishu Drainage Master Plan and Road Interconnectivity Study (2018) and builds on the ongoing investments under the Somalia Urban Resilience Project Phase II (SURP-II). The trunk drainage system is engineered to manage a 25-year storm event and comprises reinforced gutters with grated inlets, manholes, conduits, outlets, inlet and connections to retention ponds, enabling effective conveyance, temporary storage, and controlled discharge of stormwater. This approximately 4.2 km trunkline runs from Jidka Afgooye Road in the south, intersecting West Farsamada Road and Waaberi District, and connects to the existing retention pond at KM-4. The alignment then returns

¹ Airstrips selected based on a multicriteria analysis incorporating technical, economic, financial and other factors. The analysis prioritized nine total airstrips, with the five included in this phase chosen based on accessibility and readiness for investment. The other four will be included in future phases of the MPA.

to the main corridor along Wadada Waaberi Road, turns south at the eastern boundary of the Waaberi District, and ultimately discharges into the sea near the Somali Navy Headquarters. By reducing flood risk along key transport corridors and densely populated urban areas, this subcomponent will protect critical infrastructure assets, improve urban mobility, and enhance service continuity during extreme rainfall events. Climate and disaster risk considerations are systematically embedded in the design standards and system configuration, strengthening Mogadishu's resilience to climate induced shocks and supporting safer, more reliable urban economic activity.

The Municipality of Mogadishu has a strong track record in RAP implementation, consistently meeting resettlement financing requirements and covering associated implementation costs. The Municipality maintains an active escrow account that is currently used to finance RAP implementation under ongoing civil works within the SURP-II programme, through which compensation payments exceeding USD 500,000 have already been disbursed in accordance with established procedures. This demonstrates the Municipality's proven institutional capacity to manage resettlement financing and implement compensation processes effectively and in line with applicable standards.

For the proposed drainage project, the RAP budget is estimated at USD 356,710.86. Adequate financial provisions will be secured within the escrow mechanism to ensure that all compensation and resettlement assistance are provided in a timely manner, prior to the commencement of civil works, and in full compliance with the requirements of the World Bank Environmental and Social Standard 5 (ESS5). This approach ensures that all Project Affected Persons are compensated at full replacement cost, receive appropriate livelihood restoration support, and are not left worse off as a result of project implementation.

Sub-Component 1.C: Economic Corridors (US\$50.7 million) – This subcomponent will finance the first lot of a regional corridor connecting Hargeisa to the Ethiopian border at Ina Guha town, leveraging a recent rehabilitation of the road on the Ethiopian side of the border. It forms a section of one of the Horn of Africa Initiative identified corridors, connecting the port of Berbera with destinations in eastern Ethiopia and eventually southern Somalia. This first lot (25.7 km) connects with the Berbera Corridor at Haleya town and passes around the south of Hargeisa, linking with the Hargeisa airport and the second lot (to be financed by a future phase of the MPA) which stretches to the Ethiopian border. Serving both local access and international freight, the corridor carries significant heavy traffic, including an average of 416 heavy trucks per day, as well as several thousand light vehicles, with traffic demand projections estimated at 4.3 percent growth per year.

Component 2: Institutional Transformation and Human Capacity Building (US\$5.8 million)

Sub-Component 2.A – Air Transport Capacity Development (US\$2.5 million) - To ensure sustainable safety and operations of the air transport system, the project would support strengthening the institutional enabling environment of the sector. This component would support the institutional, policy and technical capacities of the relevant institutions, both in the short term, and set a foundation for deeper reforms to be carried out throughout the life of the MPA. Implementation agency: MOTCA. Activities will include:

- (i) ***Somalia Airports Authority (SAA)***. Preparation of a roadmap for establishing a SAA to clarify statutory mandates, ownership, governance and accountability lines. The road map would define the Authority's legal powers over airport operations, safety and security compliance, investments, commercial activities, and environmental obligations. It would map roles and interfaces with the Ministry, Somali Civil Aviation Authority (SCAA), airlines, ground handlers, fuel, customs and immigration, and accident investigation bodies, as well as assessing staffing levels, skills, and training needs across operations. It will explore investment planning and public-private partnership (PPP) options after reviewing aeronautical and non-aeronautical revenue mix including weather forecasting services, user charge methodologies, transparency of fees and charges, cross-subsidies, and cost recovery. The diagnostics would prepare a preliminary screening of private sector participation in the management or operation of specific

assets and services. It would establish a time-bound implementation plan with owners, milestones, risks, and mitigation measures. Future phases of the MPA will build upon this assessment, supporting the operationalization of the SAA and training of key staff.

- (ii) ***Ministry of Transport and Civil Aviation Technical Assistance.*** As the ministry responsible for transport policy as well as civil aviation development, this sub-component will support ministry capacity development. Proposed activities will include (i) preparation of a MoTCA five-year strategic plan, (ii) preparation of an aviation policy, (iii) preparation of a draft transport accident investigation act, (iv) design of digital systems architecture to support drivers licensing and vehicle registration, and (v) preparation of a civil aviation masterplan. Capacity-building programs for SCAA would focus on regulatory oversight functions, and airport operations. Technical Assistance will include (i) development of a State Safety Program; (ii) updating Civil Aviation Rules (CARs), policies, and manuals in line with ICAO standards; and (iii) air traffic controller training and skills.

Sub-Component 2.B – Construction and Engineering Capacity Building (US\$1 million) – While the capacity of MPWR&H has been strengthened through previous and ongoing projects, several key institutional gaps remain. Implemented by the MPWR&H this subcomponent will address short-term capacity constraints while launching deeper reforms which will be supported throughout the life of the MPA activities will include:

- (i) ***Somali Engineering Registration Board.*** As a critical bottleneck for the development of Somalia’s infrastructure and for the professionalization and growth of the engineering profession, the establishment of an Engineering Registration Board has been identified as a key long-term objective. To be implemented throughout the life of the MPA, phase 1 will support the institutional design and legal framework for the creation of an engineering licensing body. Specific activities will include need assessment and identify gaps within the MPWR&H at the national and state levels, prepare terms of reference (ToR) for certification, and identify eligible MPWR&H staff for certification. Phase 2 and beyond will continue this process, including peer learning and knowledge exchange, operationalization of the body, and development of standard operating procedures (SOP) /guidelines/exams.
- (ii) ***Ministry of Public Works, Reconstruction and Housing Technical Assistance.*** As the ministry responsible for road development in the country, this sub-component will support key technical assistance, including (i) preparation of an axle-load law and (ii) roll out of a ministry level Management Information System.

Sub-Component 2.C – Preparation of Subsequent STAIRS2Jobs Phases (US\$2.3 million). This subcomponent will support activities required for the planning of future phases of the MPA, including:

- (i) ***Economic basin infrastructure needs assessment.*** Analytical studies will be conducted at the economic basin level, leveraging existing national data and platforms to develop a tailored assessment at the regional level. Targeted assessments to include i) validation of the economic basin extent, ii) mapping of key supply chains and diagnosis of physical and systematic bottlenecks, iii) assessment of opportunities to drive sustainable job creation through infrastructure and service development, and iv) development of a regional infrastructure implementation plan. Implementation agency: MoF
- (ii) ***Feasibility and Design of Future Infrastructure Investments.*** Building on the basin level assessments conducted, this subcomponent will finance feasibility, design, and environmental and social instruments for follow-on infrastructure investments along economic basins and urban nodes, where not already prepared under ongoing initiatives. Implementation agency: MoPWRH and MoTCA

- (iii) ***Integrating Disaster Risk Management.*** This sub-component will assess sub-national EP&R systems in Somalia to identify priority investments and strengthen links with national institutions. It will evaluate key capacities across selected federal member states and municipalities, producing a baseline and practical recommendation to strengthen local disaster risk management.

Component 3: Sustainable Operations and Maintenance (US\$8.5 million)

This component will support key address critical challenges in the ongoing operations of the Somalia selected infrastructure sectors, including airspace and airport management, resilient infrastructure operations and maintenance budget, as well as in securing sustainable revenue streams for sustainable operations and reinvestment.

Sub-Component 3.A – Investments in air traffic management and sustainable overflight revenue (US\$6.5 million). Equipment and services to ensure a safe air transport system throughout the country by equipping Mogadishu’s AAIA and other select regional/international airports with modern air traffic management and safety systems, improving the efficiency of both commercial and humanitarian flights. Activities would provide improved communication, navigation and surveillance systems, as well as training and employment opportunities for air traffic control. It would equip select regional/international airports with modern air traffic management systems. It will contribute to a safer, more efficient, and revenue-generating FIR.

Sub-Component 3.B – Infrastructure Operations and Maintenance (O&M) (US\$2 million). This sub-component will be supporting the development of improved O&M plans for drainage infrastructure, roads and airports being financed. These plans will factor in the available MPWRH FGS/FMS/selected cities budget as well as financing needs for maintenance of existing infrastructure assets. For airports, this will include options to leverage expanded landing and other fees to ensure maintenance of assets and continuation of airport services. For urban drainage, maintenance committees composed of community members would be set up for all project supported infrastructure investments, i.e. Mogadishu drainage committee, and these committees would be responsible for informing the maintenance needs and mobilizing community members for maintenance work as needed. These committees would be trained under the project by the MPWRH and engineering supervision consultant.

Component 4: Infrastructure Implementation Coordination and Management (US\$7.5 million)

This subcomponent will establish project coordination and implementation mechanisms to facilitate coordinated and efficient infrastructure implementation for all phases of the MPA. It is expected to establish a high level (and limited) coordination mechanism within the Ministry of Finance to ensure alignment of all phases. It will also address any alignment challenges between existing sectoral implementation mechanisms (such as in MoPWRH, emergency management agencies, and cities). Finally, noting that this will be the first time MoTCA has served as an implementing entity of a World Bank project, it will support capacity building in the Ministry for project implementation.

In addition, this component will support institutional capacity development for project and contract management within the implementing Ministry’s civil service. Phase 1 will support a technical and fiduciary skills diagnostic of civil service positions within relevant ministries to prepare a human resource needs assessment, review HR policies on job qualifications, develop staff learning programs, and outline a transition roadmap to enable internal government staff to implement future MPA phases. Subsequent phases will potentially support a gradual reduction of external consultants and an increase in regularized civil servants for project implementation within mandated ministries and agencies.

1.3 Implementation Arrangements

The Stakeholder Engagement Plan (SEP) will be implemented in line with the World Bank Environmental and Social Framework (ESF), particularly ESS10 on Stakeholder Engagement and Information Disclosure. As illustrated in the Program Institutional Arrangement Organogram below (Figure 1), strategic oversight will be provided by a Ministerial Committee chaired by the MoF, with membership from MoTCA and MoPWRH. At the operational level, a Program Steering Committee chaired by the Director General of MoF will coordinate implementation with participation from MoTCA, MoPWRH, relevant Federal Member States (FMS), and the Banadir Regional Administration (BRA).

Program coordination will be undertaken through the National Program Coordination Unit (NPCU) within the Ministry of Finance. Each of the participating institutions will have direct responsibility of implementing the SEP. For activities implemented by the MoTCA, a Project Implementation Unit (PIU) will be established and maintained with qualified Environmental and Social Specialists, including expertise in GBV/SEA/SH and, where relevant, occupational health and safety and security. For activities implemented by the Ministry of Public Works, Reconstruction and Housing (MoPWRH), implementation will build on existing federal Project Coordination Unit (PCU) structures established under the Somalia Urban Resilience Project Phase II (SURP II) and the Somalia–Horn of Africa Infrastructure Integration Project (SHIIP), including the existing Benadir Regional Administration (BRA) PIU.

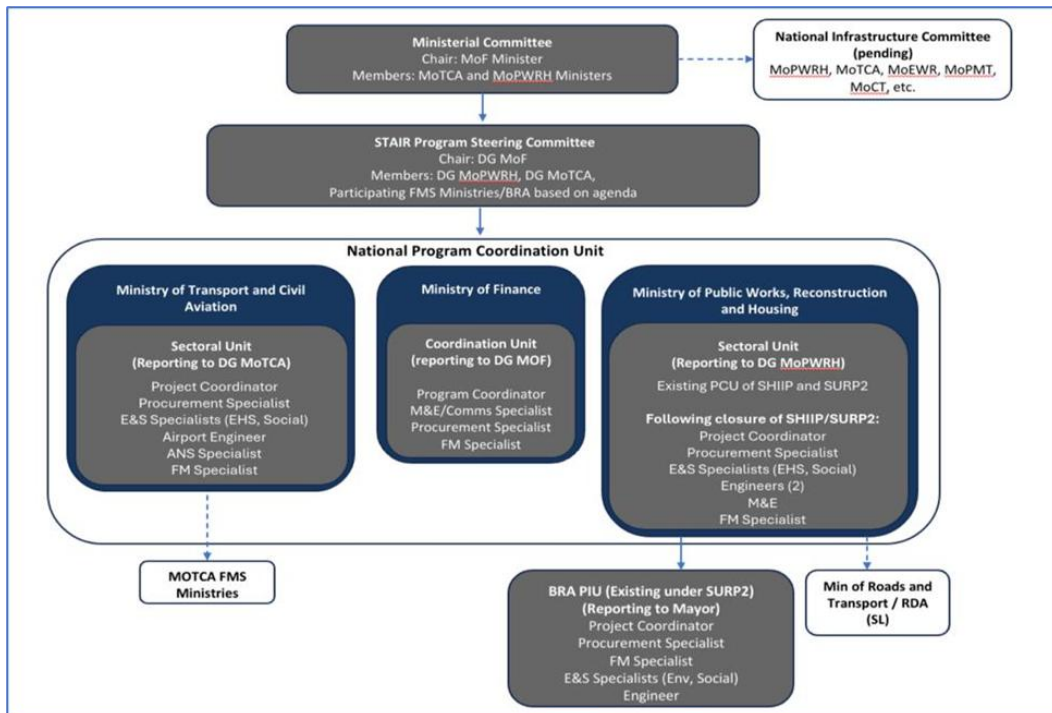


Figure 1: Project Implementation Structure

1.4 Project Beneficiaries

STAIR/S2J will directly and indirectly benefit a wide range of stakeholders through investments in airport infrastructure, urban drainage systems, economic corridors, and institutional capacity strengthening, as detailed in the sections below:

- **Direct beneficiaries related to improved airport safety and security:** i) annual passengers of domestic and international flights in the airports/airstrips where the project is investing in enhancing service and/or infrastructure. Historical passenger numbers at project locations amount to

approximately 1 million per year²; ii) runway rehabilitation and maintenance work at domestic airstrips also service large communities that would reach approximately 500,000 vulnerable people; iii) Airline operators servicing Somalia will benefit from reduced safety and security risks at project airports and with improved air navigation systems.

- **Direct beneficiaries from improved climate resilience infrastructure and urban drainage:** i) number of women, men, and children benefitting from construction of urban drainage in Mogadishu 2 million, or approximately 50 percent of total population in Mogadishu. Concerted efforts to include IDPs as beneficiaries of proposed investments will continue.
- **Direct and inferred beneficiaries of economic corridor investments:** The included corridor currently serves an estimated 280,000 direct users, including passengers in public transport and private cars, as well as drivers of long-haul trucks providing international freight services. In addition, the corridor serves an additional 29,000 residents living within the catchment of the road.³
- **The capacity development beneficiaries** include: i) MoTCA and SCAA staff, with a particular focus on international certification of current staff; ii) Opportunities for women’s participation in airspace management, airport safety and security are expected; MoPWRH FGS and FMS staff eligible for engineering certification; and municipal staff engaging with constructions, i.e. BRA Mogadishu staff, and other cities staff benefitted from urban roads and corridors constructions.

² Specific numbers under assessment

³ Calculation based on the World Bank Corporate Scorecard methodology for “People that benefit from improved access to sustainable transport infrastructure and services”

2. SUMMARY OF STAKEHOLDER ENGAGEMENTS UNDERTAKEN

2.1 Public consultations, workshops and meetings

Initial stakeholder engagement activities with Federal and State government institutions, regulatory authorities, local administrations, community representatives, technical experts, and development partners were conducted as follows:

- Initial consultations for the aviation infrastructure component led by MoTCA, were conducted between 10 - 18 March 2025 with the SCAA, and Federal Member State authorities focused on identifying infrastructure gaps, safety concerns, and institutional capacity needs across key airports.
- Between 19–25 June 2025, stakeholder consultations for the Haleya–Ina Guha Economic Corridor were conducted with district authorities, technical agencies, and community representatives to introduce the project and obtain feedback on corridor alignment, land use, and community priorities. These consultations were undertaken during the Inception and preliminary environmental and social screening phase to inform project design and identify key issues for the subsequent detailed ESIA to be led by the Ministry of Public Works, Reconstruction and Housing (MoPWRH). In addition, stakeholder consultations for the Mogadishu Trunk Drainage Project were conducted between 13 August 2022 and 21 September 2022 under the Somalia Urban Resilience Project II (SURP II). These consultations involved community members, district authorities, and infrastructure agencies and were undertaken as part of the subproject preparation and prioritization process. The consultations aimed to inform stakeholders, capture community feedback, and support the identification and prioritization of drainage investments to address flooding challenges in Mogadishu prior to implementation.

In addition, these engagements provide important baseline information on infrastructure conditions, community needs, and institutional priorities, and helped establish coordination mechanisms and communication channels that will continue to be utilized throughout the implementation of the STAIRS2J Program. Summaries of these consultations are provided in Section 2. below and in Annexes B - D. Table 1 presents a summary of public consultations, workshops and meetings in the various project areas:

Table 1: Public consultations, workshops and meetings

Program Activities	Dates of Consultation	Stakeholders Consulted	Institutions / Representation	Engagement Method	Key Issues Raised	Outcomes / Follow-up Actions
Aviation Infrastructure Component	10–18 March 2025	Federal and State aviation authorities, regulators, and technical experts	MoTCA, SCAA, Jubaland, Southwest, Galmudug, and Hirshabelle State aviation authorities, World Bank team	Coordination meetings and technical consultations	Poor airport infrastructure, inadequate safety systems, lack of navigation equipment, flooding impacts, limited institutional capacity	Identification of priority airports for investment, need for infrastructure rehabilitation, and institutional strengthening incorporated into project design
Haleya–Ina Guha	19–25 June 2025	District authorities, technical	MoPWRH, district administrations,	Stakeholder meetings and	Corridor alignment considerations,	Stakeholder inputs used to inform corridor

Program Activities	Dates of Consultation	Stakeholders Consulted	Institutions / Representation	Engagement Method	Key Issues Raised	Outcomes / Follow-up Actions
Economic Corridor		agencies, and community representatives	community leaders, technical experts	field consultations	protection of cultural sites, livestock safety, water resource protection, and community access concerns	alignment, safeguard planning, and future consultation planning
Mogadishu Trunk Drainage Infrastructure	13 August – 21 September 2022	Community members, local authorities, vulnerable groups, and infrastructure agencies	Benadir Regional Administration (BRA), district administrations, line ministries, utility providers, private sector, community representatives,	Community consultations, workshops, and stakeholder meetings	Flooding impacts, infrastructure protection, community safety, drainage prioritization, and coordination with utilities	Stakeholder feedback used to prioritize drainage investments and inform project design and implementation planning

2.2 Consultations to Inform Selection of Priority activities and Preparation of MPA

Initial engagements conducted for the MPA sub-projects included a wide range of stakeholders comprising Internally Displaced Persons. (IDPs), women, youth, Persons with Disabilities. (PWDs), senior citizens as well as the representatives of the Federal and Local governments, civil society organisations (CSOs), business representatives and community leaders. The stakeholders were provided with a more detailed proposal on priority investments, their description, estimated cost, and the justification for their selection. The rollout sequence of phases 2 and 2 will be determined by a readiness criterion, considering factors such as government priority and government presence in the targeted areas, security, clear ownership on land needed for investments, and the preparedness and feasibility of the included investments. Additional consultations will be undertaken to inform the selection of priority activities and preparation of the MPA. Further details on the stakeholder engagement strategy are provided in Section 4.2.

On 7 February 2026, the Prime Minister chaired a high-level Cabinet meeting in Mogadishu to deliberate on strategic infrastructure priorities, including urban drainage and broader transport sector investments. The meeting brought together Ministers and senior representatives from the Ministry of Finance, the Ministry of Public Works, Reconstruction and Housing, the Ministry of Transport and Civil Aviation, the Ministry of Internal Security, the Ministry of Ports and Marine Transport, the Banadir Regional Administration, and other relevant stakeholders to discuss financing options and institutional coordination arrangements. During the session, the Deputy Minister of Finance presented the Government’s collaboration with the World Bank on the preparation of the Infrastructure Multiphase Programmatic Approach (MPA), a ten-year phased program supporting priority infrastructure investments. Discussions emphasized urban drainage as a key resilience and flood mitigation intervention, the development of strategic road corridors to enhance connectivity and economic growth, and the advancement of aviation investments, including airport rehabilitation and airspace monitoring systems. The meeting reaffirmed the Government’s commitment to coordinated, climate-resilient, and sustainable infrastructure development under the MPA Program.

Table 2: High-Level Cabinet Consultation on Infrastructure MPA Preparation

Date	Level of Engagement	Chair	Key Participants Institutions	Main Discussion Themes	Relevance to Phase I	Outcome
7 Feb 2026	Cabinet-Level Consultation	Prime Minister	Ministry of Finance; Ministry of Public Works, Reconstruction and	Strategic infrastructure financing; prioritization of	Confirmation of Phase I priorities under the Infrastructure	Reaffirmed Government commitment to coordinated,

Date	Level of Engagement	Chair	Key Participants Institutions	Main Discussion Themes	Relevance to Phase I	Outcome
			Housing; Ministry of Transport and Civil Aviation; Ministry of Internal Security; Ministry of Ports and Marine Transport; Banadir Regional Administration; other relevant stakeholders	urban drainage as a resilience and flood mitigation intervention; development of strategic road corridors; advancement of aviation investments including airport rehabilitation and airspace monitoring systems	Multiphase Programmatic Approach (MPA), including drainage and transport sector investments	climate-resilient, and sustainable infrastructure development under the MPA framework

Table 3: Potential Investments Recommended by Stakeholders

Stakeholders	Potential Investments Recommended
Government officials.	<ul style="list-style-type: none"> As urbanization accelerates, significant investments in infrastructure particularly in transportation, water management, drainage systems, and public utilities are required. Due to inadequate drainage system, flash floods remain a persistent threat during the rainy seasons. Heavy rainfall causes water to overflow onto roads and into residential areas, causing severe disruptions and economic losses. The impact of these floods is most severe in low-lying areas, informal settlements, and internally displaced persons (IDPs) camps, where inadequate housing structures and poor drainage make residents particularly vulnerable. These floods have led to loss of lives, destruction of homes, and damage to businesses, leaving many families financially unstable and displaced. During flash floods, damaged roads and blocked access prevent water trucks from reaching affected areas, worsening the crisis for residents struggling with limited access to clean water. Urban planning challenges also exacerbate disaster risks. Hargeisa's rapid and unregulated expansion has led to poorly planned informal settlements, which are highly vulnerable to fires, infrastructure failures, and flooding.
Members of community-based organisations.	<ul style="list-style-type: none"> Connectivity between the different areas of the city should be a high priority.
Community members from the districts.	<ul style="list-style-type: none"> Drainage was of high priority. The inner ring road is of high importance as it connects several districts.

3. STAKEHOLDER IDENTIFICATION AND ANALYSIS

For the purpose of this SEP (and pursuant to ESS10), stakeholders are categorized into (i) project-affected parties (PAPs) and (ii) other interested parties.

3.1 Project-Affected Parties

PAPs include those likely to be affected by the project because of actual impacts or potential risks to their physical environment, health, security, cultural practices, well-being, or livelihood. The table below indicates potential PAPs of MPA.

Table 4: MPA Project Affected Parties

Name of Stakeholder	Description	Likely Project Impacts	Significance Level
Communities living along economic corridors	Residents living along Haleya to Ina Guha corridor and other economic corridor alignments	Temporary access restrictions, construction impacts, improved connectivity and economic opportunities Physical or economic displacement including impacts on informal and vulnerable livelihoods	High
Cross-border traders and freight operators	Traders and logistics operators using the Haleya to Ina Guha corridor	Temporary construction disruption; improved trade facilitation and reduced transport costs	Medium
Communities living near airport infrastructure	Residents living near airport facilities and airstrips receiving infrastructure improvements	Temporary construction disturbance, improved safety, access, and connectivity Health and safety risks at the airports' fuel storage facility	High
Urban communities affected by drainage infrastructure	Residents in flood-prone areas of Mogadishu and other cities benefiting from drainage improvements	Temporary construction disruption, long-term flood protection, improved public safety. Physical or economic displacement including impacts on informal and vulnerable livelihoods	High
Public institutions within project footprint	Schools, health facilities, markets, and public buildings near drainage, corridor, or airport sites	Temporary access disruption; improved infrastructure resilience and service continuity	Medium
Informal traders and small businesses along the economic corridors and near the airport infrastructure	Market vendors, roadside traders, transport service providers operating near project sites	Temporary disruption during construction, improved access and business opportunities Potential loss of access to income generating activities for informal vendors operating within or near airport premises	High
Livestock owners and pastoralist communities	Livestock owners and pastoralists using corridor and surrounding areas	Temporary disruption to grazing routes and livestock movement, improved access to markets.	Medium

Name of Stakeholder	Description	Likely Project Impacts	Significance Level
		Construction of new fences around the airports may result in restrictions on access to grazing areas or block existing pathways	
Internally Displaced Persons (IDPs)	IDPs residing in informal settlements in project areas, particularly urban drainage zones	Temporary disruption risks, improved living conditions and reduced flood risks Physical or economic displacement	High
Transport operators and logistics providers	Truck drivers, public transport operators, and logistics providers using corridor and airport infrastructure	Temporary disruption during construction, improved safety and efficiency	Medium
Utility service providers	Water, electricity, and telecommunications companies with infrastructure in project areas	Temporary relocation or protection of infrastructure, improved coordination	Medium
Vulnerable groups	Women, elderly, persons with disabilities, and marginalized groups in project areas	Potential risk of exclusion, improved access to services and infrastructure Physical or economic displacement	High
Landowners and land users within project footprint	Individuals and groups owning or using land along project corridors or infrastructure zones	Possible land use impacts, temporary or permanent land access restrictions	High
Construction workers and contracted labor force	Skilled and unskilled labor engaged in corridor, drainage, and airport works	Occupational health and safety risks; employment and income opportunities	Medium
Users of the upgraded airports, including the general public and workers		Life and fire safety of airport users as public access buildings. Health and safety risks at the airports' fuel storage facility Risks of handling of fuels and hazardous material	High

3.2 Other Interested Parties

The term “other interested parties” refers to individuals, groups, or organizations with an interest in the project, due to either the project location, its characteristics, its impacts, or matters related to public interest. For example, these parties may include regulators, government officials, the private sector, the scientific community, academics, unions, women’s organizations, other civil society organizations, and cultural groups, as well as the media and international non-governmental organizations (INGOs)

The table below indicates potential other interested parties of STAIRS2J.

Table 5: Program Other Interested Parties

No	Other Interested Parties	Relevance to the Project	Indicative List
1	Federal Government Institutions	Responsible for overall project coordination, implementation, and regulatory oversight	MoF, MoTCA, MoPWRH
2	Regulatory Authorities	Provide regulatory oversight, compliance monitoring, and aviation safety management	SCAA, relevant regulatory bodies
3	Federal Member State Governments	Support project implementation, coordination, and oversight at state level	Jubaland, Southwest, Galmudug, Hirshabelle, Puntland, Somaliland authorities
4	Local Government Authorities	Support local coordination, community engagement, and infrastructure management	Benadir Regional Administration (BRA), municipal and district authorities
5	Utility Service Providers	Responsible for protection and coordination of utility infrastructure affected by project activities	Electricity providers, water authorities, telecommunications companies
6	Private Sector Operators	Benefit from improved infrastructure and contribute to transport and logistics services	Airline operators, freight companies, transport operators
7	Civil Society and Community Organizations	Represent community interests and support stakeholder engagement	Civil society organizations (CSOs), NGOs, community-based organizations (CBOs)
8	Project Financiers.	Provide financial resources to support project implementation, as well as technical guidance and oversight.	World Bank
9	Development partners.	Provide financing for similar interventions within Somalia	African Development Bank.
10	Media	Disseminate information to the public, promote transparency, and support public awareness of project activities and impacts	National and local media outlets (radio, television, etc.)
11	International NGOs	Support humanitarian, development, environmental, and social programs that may intersect with project activities or areas of influence.	International non-governmental organizations operating in infrastructure, climate resilience, governance, and community development sectors.

3.3 Disadvantaged/Vulnerable Groups With Specific Needs For Engagement

Disadvantaged or vulnerable groups refers to those who are more likely to be adversely affected by the project or may be less able to take advantage of a project's benefits as compared with other groups due to their vulnerable status. Such groups are also more likely to be excluded from or are unable to fully participate in the mainstream consultation process.

The STAIRS2J Program recognizes that certain individuals and groups may be disproportionately affected by project activities or may face barriers in accessing project information, participating in consultations, and benefiting from project outcomes. These disadvantaged and vulnerable groups require specific attention and targeted engagement measures to ensure their meaningful participation and inclusion in project planning and implementation, in accordance with ESS10.

Based on Stakeholder consultation reports, and preliminary environmental and social assessments undertaken for aviation component, urban drainage infrastructure in Mogadishu, and the economic corridor linking Haleya to the Ina Guha, vulnerable groups identified (Further details are provided in Table 4.) within the project areas include internally displaced persons (IDPs), women, pastoralists and livestock-dependent communities, poor and low-income households, persons with disabilities, elderly persons, informal traders, and residents of remote and underserved communities. These groups may have limited access to information,

reduced mobility, economic vulnerability, or reliance on land and infrastructure that may be affected by program activities.

Internally displaced persons (IDPs), particularly those residing in flood-prone and informal settlements in Mogadishu, are highly vulnerable due to their insecure living conditions, limited access to services, and exposure to flooding and infrastructure disruptions. The Mogadishu drainage investment is expected to significantly benefit these communities by reducing flood risks and improving living conditions. However, targeted engagement will be necessary to ensure their inclusion in consultations and access to program benefits.

Women may face barriers to participation due to cultural norms, household responsibilities, and limited access to decision-making processes. The project will promote inclusive participation of women through gender-sensitive engagement approaches, including separate consultation meetings where appropriate, ensuring accessible communication, and promoting opportunities for women's participation in capacity-building initiatives and employment opportunities associated with the project.

Pastoralists and livestock-dependent communities along the Haleya to Ina Guha Economic Corridor or those that may be having access to the airstrips may be affected by corridor development and fencing, particularly in relation to grazing routes, livestock mobility, and access to water resources. Targeted consultations with pastoralist groups will be conducted to understand their needs and incorporate appropriate mitigation measures to minimize disruptions to livelihoods.

Persons with disabilities and elderly individuals may face physical and communication barriers that limit their ability to participate in consultations and access project benefits. The project will ensure that engagement activities are accessible and inclusive, including provision of accessible consultation venues, appropriate communication methods, and targeted outreach.

Poor and low-income households and communities living in remote or underserved areas may have limited access to infrastructure, services, and economic opportunities. These communities are expected to benefit significantly from improved infrastructure, including enhanced connectivity, improved drainage systems, and safer airport facilities. Targeted engagement efforts will ensure these communities are adequately informed and able to participate in project consultations.

Recognizing the vulnerability of such groups and in line with the requirements of ESS10 and Environmental and Social Standard 1: Assessment and Management of Environmental and Social Risks and Impacts (ESS1), this SEP articulates preliminary measures to ensure meaningful engagement and consultation with all vulnerable groups to ensure they are adequately informed about the project and can equitably access project benefits and opportunities in a culturally appropriate manner. This is also consistent with the World Bank's directive on addressing risks and impacts on vulnerable or disadvantaged groups. The directive requires Borrowers to identify and mitigate risks and impacts on individuals or groups who may be more vulnerable to project risks and impacts including those based on age, gender, ethnicity, disability among others.

Under the STAIRS2J Program, material mitigation measures will address the barriers and ensure meaningful engagement is considered through close consultation with such groups when new project locations are determined. Such measures include ensuring all consultations are held in a culturally appropriate manner, free of manipulation, interference, coercion, discrimination, and intimidation. All the project bidding documents and contracts will include the requirement for fair treatment, non-discrimination, and equal opportunity for all. Project contractors and their workers will be required to understand and sign Codes of Conduct (CoC) as a strategy to ensure that all workers adhere to a set of standards and expected behaviors thus reducing the risk of SEA/SH. The Program Grievance Mechanism (GM) will provide an opportunity for recourse to address any incidents of exclusion, such as in stakeholder engagement, information disclosure, and access to project benefits and opportunities. These measures to address the barriers will be reviewed as necessary after further consultation with all stakeholders and the SEP will be updated accordingly.

Table 6: Disadvantaged/Vulnerable Groups

No	Disadvantaged /vulnerable groups	Potential barriers to limit effective stakeholder engagement	Approaches
1	IDPs, historically excluded groups, refugees, returnees and minority groups	<ul style="list-style-type: none"> • Accessibility to IDP camps. • Ethnic complexity. • Lack of understanding or interest. • Exclusion by dominant groups. 	<ul style="list-style-type: none"> • Continuously engage with pastoralists, disadvantaged groups to understand their needs and priorities. • Interventions to provide equal access to services and resources for all, particularly targeting barriers faced by these groups. • Ring-fence benefits and opportunities such as employment. • Efforts to empower these groups through awareness, skills training, and access to information. • Regular assessment of how project interventions are impacting disadvantaged groups and implement corrective actions as applicable. Implement measures to minimize disruption to grazing routes and livestock access.
	Livestock owners and pastoralist communities	<ul style="list-style-type: none"> • Seasonal mobility. • Remote and dispersed settlements. • Dependence on grazing routes may be affected by project activities. • Limited access to information. 	
2	Poor households, such as female-headed, widows, elderly, orphans, persons living with severe illness.	<ul style="list-style-type: none"> • Poverty. • Absence of suitable family person to participate. • Mobility. • Lack of time to participate. • Lack of interest. 	
3	PWDs.	<ul style="list-style-type: none"> • Physical disabilities preventing mobility. • Various disabilities such as visual and hearing impairment. 	
4	Illiterate community members.	<ul style="list-style-type: none"> • Unable to understand the project and related information. • Unable to effectively engage in consultation forums. 	
5	Religious and ethnic minorities, and other minority groups	<ul style="list-style-type: none"> • Lack of representation in community leadership forums. • Unable to effectively engage in consultation forums. • Poverty. • Exclusion by dominant groups. 	
6	Female community members and female workers.	<ul style="list-style-type: none"> • Poverty. • Absence of suitable family person to participate. • Mobility. • Lack of time to participate. • Lack of interest. 	

4. STAKEHOLDER ENGAGEMENT

Stakeholder engagement is the continuing and iterative process by which the Borrower communicates and facilitates a two-way dialogue with the people affected by its decisions and activities, as well as others with an interest in the implementation and outcomes of its decisions and the project. The implementing agencies including MPWR&H, MoTCA and BRA will ensure that stakeholder engagement begins as early as possible in project preparation to allow stakeholders' views and concerns to be considered in the project design, implementation, and operation. The implementing agencies will also consider the different information access and communication needs of various stakeholder groups and individuals, including consideration of literacy, mobility and disability challenges, especially with vulnerable individuals and groups. This section describes the methodology for stakeholder engagement and information disclosure.

4.1 Strategy for Information Disclosure

ESS10 increasingly emphasizes that stakeholder consultation needs to be based on prior disclosure of relevant and easily accessible information in a timeframe that allows stakeholders to partake in meaningful engagement. To fulfil this requirement, the implementing agencies will apply a range of consultation and disclosure of information methods at each stage of the project that allow for effective stakeholder participation and timely provision of feedback. All relevant documents will be fully disclosed in local languages and in areas accessible to PAPs and using feasible techniques. Formats to provide information may include presentation printouts, non-technical summaries, project leaflets, and pamphlets, depending on stakeholder needs.

4.2 Strategy for Stakeholder Engagement and Consultation

The purpose of consultations is to receive and incorporate input from stakeholders for purposes of enhancing project design. Some of the key consultation areas include Program design, potential E&S risks and impacts, including proposed mitigation measures, concerns and preferences of stakeholders regarding the project, GM and any other key decisions regarding the project made by the Borrower. Participation in the Program consultations session and the expression of any opinions regarding the Program should not lead to retaliation, abuse, or any kind of discrimination. The Program team will ensure continued stakeholder feedback throughout the Program lifecycle as a strategy for effective monitoring of E&S performance of the project. **Error! Reference source not found.**, and present the indicative strategies for stakeholder engagement at each key stage of the project. Subproject-specific strategies will be prepared once the location of a subproject is determined.

Early involvement of the stakeholders is essential to ensure smooth collaboration with stakeholders for purposes of minimizing and mitigating E&S risks and impacts associated with STAIR/S2J Program activities. The SEP recommends the use of the five principles that guide stakeholder engagement, and these include: purposeful; inclusive; timely, transparent; and respectful approaches that are also culturally appropriate and to take into consideration the concerns of all stakeholders. Throughout the STAIR/S2J Program cycle, implementing agencies will provide stakeholders with opportunities to provide input, suggestions and raise their concerns regarding E&S risks and impacts as well as recommend appropriate mitigation measures. implementing agencies will also facilitate and process stakeholder input and provide timely response on the raised concerns.

- (a) **Program preparation stage (before/during project appraisal).** The consultation will focus on a broader range of stakeholders to discuss aspects such as their general interests and concerns on the Program and its potential positive and negative impacts, the program's environmental and social frameworks, disseminate relevant project information including project design and the criteria for selecting priority projects and community rights and entitlements among others. Table 7 presents more details on topics of discussion, methods to be used, timelines and responsible entities. This is also the stage where potential vulnerable/disadvantaged groups relevant to the project will be identified. Dissemination and reporting back to general stakeholders on the outcome of the monitoring and evaluation of the project will be also arranged.

Table 7: Preparation Stage Stakeholder Engagement Strategy

Target stakeholders	Topics of engagement	Methods to be used	Timeline and location	Responsibilities
PAPs including disadvantaged or vulnerable groups including women, youths, IDPs, PWD, Older persons, Refugees	<ul style="list-style-type: none"> • Relevant project information including the overall project design. • Criteria for selecting priority projects. • Project benefits and opportunities • Anticipated environmental and social risks and impacts and appropriate mitigation measures through site-specific ESIA/ESMPs, RF and RAPs (as required), SEP GBV-SEA/SH Action Plan, and LMP. • Community rights and entitlements, project benefits and opportunities, among others. • project- interventions targeting vulnerable groups will include inclusive design measures, for example, airport upgrades will incorporate accessible facilities to ensure safe access for persons with disabilities and elderly users. 	<ul style="list-style-type: none"> • Public meetings. • Individual meetings. • Through Focus Group Discussions (FGD) held with various community segments such as women, youth, elderly and vulnerable groups. • Dissemination of project information through local radio stations and digital platforms such as social media as well as and use of printed materials such as brochures and flyers containing relevant project information. • Public campaigns conducted in Somali dialects to foster community awareness and stakeholder engagement. 	Prior to project appraisal at accessible public space.	PIU and Engineering and supervision consultant.
Other interested parties (local government, state ministries, UN agencies, bilateral donors, NGOs, and community groups)	<ul style="list-style-type: none"> • Technical details on project design. • Compliance with national regulations and collaboration with relevant programs. • Vulnerable or disadvantaged groups affected by the project. • Project-targeted interventions for vulnerable groups. • Project benefits and opportunities, • E&S risks and impacts and appropriate mitigation measures. • Community rights and entitlements. • ESP, ESIA, RF, ESMPs, SMP GBV-SEA/SH Action Plan, and LMP. 	<ul style="list-style-type: none"> • Public and individual meetings. • Other form of official communication including letters, emails, reports and projects documents 	As needed (and continued throughout the project life).	Implementing agencies and Engineering and supervision consultant.

- (b) **Pre-construction and construction stage.** At this stage, the details of individual projects will be determined, and specific PAPs identified. The consultation will focus on PAPs to address their concerns through the implementation of subproject-specific design criteria and E&S plans. The program will ensure that an accessible and functional grievance mechanism (GM) is in place and remain effective throughout the civil works to promptly receive, assess, and resolve grievances from the PAPs.

- (c) The implementing agencies will pay particular attention to vulnerable groups to ensure inclusion and non-discrimination. Dissemination and reporting back to general stakeholders on the outcome of the monitoring and evaluation of the program will be also arranged.

Table 8: Preconstruction and Construction Stage Stakeholder Engagement Strategy

Target stakeholders	Topics of engagement	Methods to be used	Timeline and location	Responsibilities
PAPs (those who will be physically and economically displaced; those residing in project areas)	<ul style="list-style-type: none"> • Program design and characteristics. • More site-specific ESF instruments including RAP/LRP, ESIA, ESMP (including gender action plan), LMP and SEP. • Awareness-raising on the project GM. 	<ul style="list-style-type: none"> • Public consultations. • Individual meetings to disclose the RAP, SEP, ESIA, ESMP, LMP and GM including preparation/for their implementation process. • Pre-construction site visits and awareness-raising. 	<ul style="list-style-type: none"> • Prior to start of civil work at project district. • The GM is maintained throughout the project life. 	<ul style="list-style-type: none"> • implementing agencies and Engineering and supervision consultant. • District office. • Contractor.
Program beneficiaries (people who will benefit from employment opportunities)	Selection criteria and TOR for employment opportunities across economic corridor works, aviation infrastructure upgrades, and urban drainage activities.	<ul style="list-style-type: none"> • Group meetings with the host community and support groups to engage vulnerable groups. 	<ul style="list-style-type: none"> • Prior to start of civil work. 	<ul style="list-style-type: none"> • implementing agencies and Engineering and supervision consultant. • District office. • Contractor.
Other interested parties (including community groups federal and state institutions, regulatory authorities, utility providers, private sector operators, development partners, media, and international NGOs)	<ul style="list-style-type: none"> • Strategies to reach out to vulnerable groups and address their concerns and interests. • Environmental and social risk management measures. • Strategies to reach vulnerable groups and address concerns. 	<ul style="list-style-type: none"> • Individual meetings. • Focus group meetings. • Formal communication through email and letters. • Project bulletins including brochures, pamphlets etc. 	<ul style="list-style-type: none"> • Prior to start of civil work at project district. 	<ul style="list-style-type: none"> • implementing agencies and Engineering and supervision consultant. • District office.

- (d) **Post construction/maintenance stage.** At this stage, the consultation will focus on the feedback from PAPs and the vulnerable groups on the performance of the individual projects and the extent of implementation of E&S risk mitigations measures during the construction and operation across economic corridor works, aviation infrastructure upgrades, and urban drainage activities. The consultation on employment opportunities for road Operation and Maintenance (O&M) works and skills upgrading will also be conducted. Areas for improvement and lessons learned will be identified for future projects under the Program. Dissemination and reporting back to general stakeholders on the outcome of the monitoring and evaluation of the projects will be also arranged. Implementing agencies are encouraged to strengthen feedback sessions with PAPs and vulnerable individuals and groups.

Table 9: Post Construction Stage Stakeholder Engagement Strategy

Target stakeholders	Topics of engagement	Methods to be used	Timeline and location	Responsibilities
PAPs (people who have been physically and economically displaced; those residing in project areas).	<ul style="list-style-type: none"> Monitoring and evaluation of project benefits, impacts and E&S performance. 	<ul style="list-style-type: none"> End-line beneficiary survey on project impact. 	<ul style="list-style-type: none"> Following the completion of civil works and initial operation. 	<ul style="list-style-type: none"> Implementing agencies and Engineering and supervision consultant. District office. Contractor.
Program beneficiaries (people who will benefit from employment opportunities).	<ul style="list-style-type: none"> Selection criteria and TOR for employment opportunities across economic corridor works, aviation infrastructure upgrades, and urban drainage activities. 	<ul style="list-style-type: none"> Meetings with District community maintenance committees. 	<ul style="list-style-type: none"> Following the completion of civil work. 	<ul style="list-style-type: none"> Implementing agencies and Engineering and supervision consultant. District community maintenance committee.
All stakeholders.	<ul style="list-style-type: none"> Reporting back to stakeholders on the outcome of the monitoring and evaluation of the project. 	<ul style="list-style-type: none"> Public workshop. Media releases and/or newsletters via email. Project bulletins. 	<ul style="list-style-type: none"> Following the completion of program. 	<ul style="list-style-type: none"> Implementing agencies and Engineering and supervision consultant.

4.3 Proposed Strategy to Incorporate Views of Vulnerable Groups

All views expressed by stakeholders will be carefully noted, documented in the consultation summary, and considered, including those of disadvantaged or vulnerable groups identified through consultation process. Under the STAIR/S2J Program, participation of vulnerable groups in the program will continue to be enhanced through strategies such as ensuring consultation meetings are held in accessible venues, provision of transport and sitting allowance during stakeholder consultations and ensuring that consultations are carried out in culturally appropriate manner. Vulnerable community members will continue to be provided with opportunities to express their views privately, such as in separate focus group discussions or phone interviews especially for female stakeholders and IDP communities. Easy-to-understand, non-technical language communication materials will be used during the consultations with illiterate stakeholders.

4.4 Addressing Security Concerns

It should be noted that some municipalities have security concerns in holding high-profile public consultations that involve a wide range of stakeholders. In such municipalities, stakeholder engagement will focus on low-profile groups meetings and individual interviews with an indicative sample of stakeholders. The program will implement appropriate measures to manage security risks and ensure the safety of project workers, stakeholders, and infrastructure assets. Security considerations will be integrated into project planning and implementation through coordination with relevant government authorities and local administrations.

Security risk assessments will be conducted as needed, and contractors will be required to implement appropriate safety and security measures in accordance with national requirements and the World Bank ESF. The program will maintain accessible communication and grievance mechanisms to allow stakeholders to raise security-related concerns and ensure timely response and resolution.

5. RESOURCES AND RESPONSIBILITIES

5.1 Project Implementation Function

Implementation of STAIRS2Jobs, Phase 1 will be undertaken by MoF, MoTCA, MPWR&H, and relevant subnational authorities, including BRA, in accordance with their respective mandates and component allocations. MoF will provide overall coordination and oversight of the Program. MoTCA and MPWR&H will implement sector-specific activities and lead stakeholder engagement within their respective components, including aviation infrastructure and economic corridor works, while BRA will implement urban drainage investments and associated stakeholder engagement activities. Each implementing institution will allocate adequate financial and human resources, ensure timely information disclosure and meaningful consultation, promote inclusive engagement of vulnerable and disadvantaged groups, and establish and maintain an accessible and transparent Project Grievance Mechanism (GM) throughout the project lifecycle. This section will be finalized and updated, as necessary, prior to Project Effectiveness.

5.2 Project Coordination Function

The MoF will perform the overall Project coordination and oversight function at the program level, ensuring alignment across implementing ministries and consistency in implementation. MoF will oversee compliance with environmental and social commitments. To support this function, MoF will designate or recruit a Coordinating Environmental and Social Specialist within the Ministry to facilitate cross sector coordination, monitoring, and consolidated reporting at the program level, without duplicating PIU level implementation responsibilities. Implementation responsibilities will remain with the respective ministries, the MoTCA, BRA and MPWR&H. This section will be finalized and updated, as necessary, prior to Project Effectiveness.

5.3 Engineering and Supervising Consultant

Engineering and supervising consultants may be engaged to provide technical support and oversight during program implementation. Their responsibilities may include monitoring infrastructure works, supporting compliance with technical and E&S requirements, and reporting on individual project progress. This section will be finalized and updated, as necessary, prior to Project Effectiveness.

5.4 Contractors

Contractors engaged in individual projects will each assign a qualified Environmental and Social officer responsible for implementing E&S requirements at their respective construction sites. These officers will also maintain regular engagement with affected communities at the site and assist in community awareness-raising activities and facilitate the receipt and resolution of site level concerns and grievances in coordination with implementing entities (MoTCA, MPWR&H and BRA.) and supervision consultants.

5.5 Budgetary Resources for Stakeholder Engagement

Budgetary resources for stakeholder engagement will be allocated as part of overall MPA implementation costs. These resources will support activities outlined in this SEP, including stakeholder consultations, information disclosure, community engagement meetings, communication materials, and operation of the Grievance Mechanism (GM).

The specific budget allocation, responsible entities, and resource arrangements for stakeholder engagement will be defined once the institutional and implementation arrangements are finalized. This SEP will be updated accordingly to reflect the agreed budgetary provisions and responsibilities prior to Project Effectiveness.

6. GRIEVANCE MECHANISM

6.1 Overview and Uptake Channels

The Project will operate grievance mechanism to receive and resolve complaints across all components, including economic corridors, aviation infrastructure, and urban drainage activities. The mechanism will be established, maintained, and operated in accordance with ESS10, and will be transparent, culturally appropriate, readily accessible, free of charge, allow anonymous submissions, and protect complainants from retaliation. For activities implemented by MPWR&H, existing grievance systems established under SURP II and SHIP will be built upon and adapted as needed, while for activities implemented by MoTCA, proportionate grievance arrangements will be established and operationalized. Site-level grievance uptake points will also be maintained by contractors during construction, integrated within the overall Program GM structure to ensure timely resolution of local concerns.

The GM, constituting various uptake channels, including a digital platform (City website), a toll-free line, social media handles (Facebook Page), and grievance desks at all district offices and dedicated complaints drop boxes, will enhance the project's three-tier Grievance Mechanism (GM) covering the federal, municipality, and district levels. Community committees will also be established and strengthened to serve as the first tier of grievance management at the district level, and the overall GM will be operationalized to handle confidential and sensitive cases such as GBV in line with the provisions in the SEA/SH Action Plan. The grievance log will be maintained, and the functionality and efficiency of the GM will be closely monitored by the respective implementing entities and the engineering and supervision consultant to enable stakeholders to raise issues and for the Implementing entities to receive, respond to, and promptly resolve concerns. The multiple channels for addressing grievances will consider literacy, mobility, and disability challenges facing project stakeholders.

All stakeholders will be informed about the project GM through strategies such as: i) public sensitization forums; ii) development and distribution of leaflets or brochures with information on the project GM; and iii) training of project staff and grievance committees on the project GM and their roles. The implementing entities will ensure that the GM is easily accessible in all areas where the Project is being implemented. Stakeholders especially for the STAIRS2J Program interventions will be informed of the general principles of the GM, how to submit complaints, timelines for addressing complaints. Further the implementing entities need to:

- a. Address all project related concerns promptly and effectively in a transparent and cultural appropriate manner.
- b. Make the GM accessible to all PAPs at no cost and without retribution. Handle grievances in a discreet, objective and sensitive manner while being responsive to the needs and concerns of the complainant.
- c. Allow for confidentiality if requested in which case such grievances and comments raised will remain confidential and will be treated as such.
- d. Ensure that all grievances are recorded in grievance logbooks at the project sites and at the municipality offices where they are recorded digitally. A summary of registered grievances and actions taken is compiled on a weekly basis and the information is publicly available in each municipality.

6.2 Grievance Management and Appeal Process

The Project GM has three-tiers (Figure 2) allowing for appeal to the next tier if grievances are not resolved to the satisfaction of the aggrieved. the first tier, the district/zone level GM is where the Grievance Committee (GC) operates with the support of the implementing entities and supervising consultant. Grievances are expected to be resolved within a maximum of 10 days at this level. The GC receives, registers, and acknowledges complaints in writing within a day. Afterwards, the GC screens and establishes the basis of the grievance within three days and in the case that the grievance is rejected because it is neither directly nor indirectly related to the Project, the reason for refusal is communicated to the aggrieved. Following this, the GC will have a maximum of three days to establish ways of resolving the grievances and another three days to implement the resolution. The mechanism will take into consideration the existing traditional practices which would be the most logical form of justice for most Somalis. The contractor is required to resolve

grievances that relate to their operations. In this regard, the GC will forward the contractor cases that pertain to them, and the contractor will participate in the district/zone-level GC meetings to assist in resolving all contractor-related grievances.

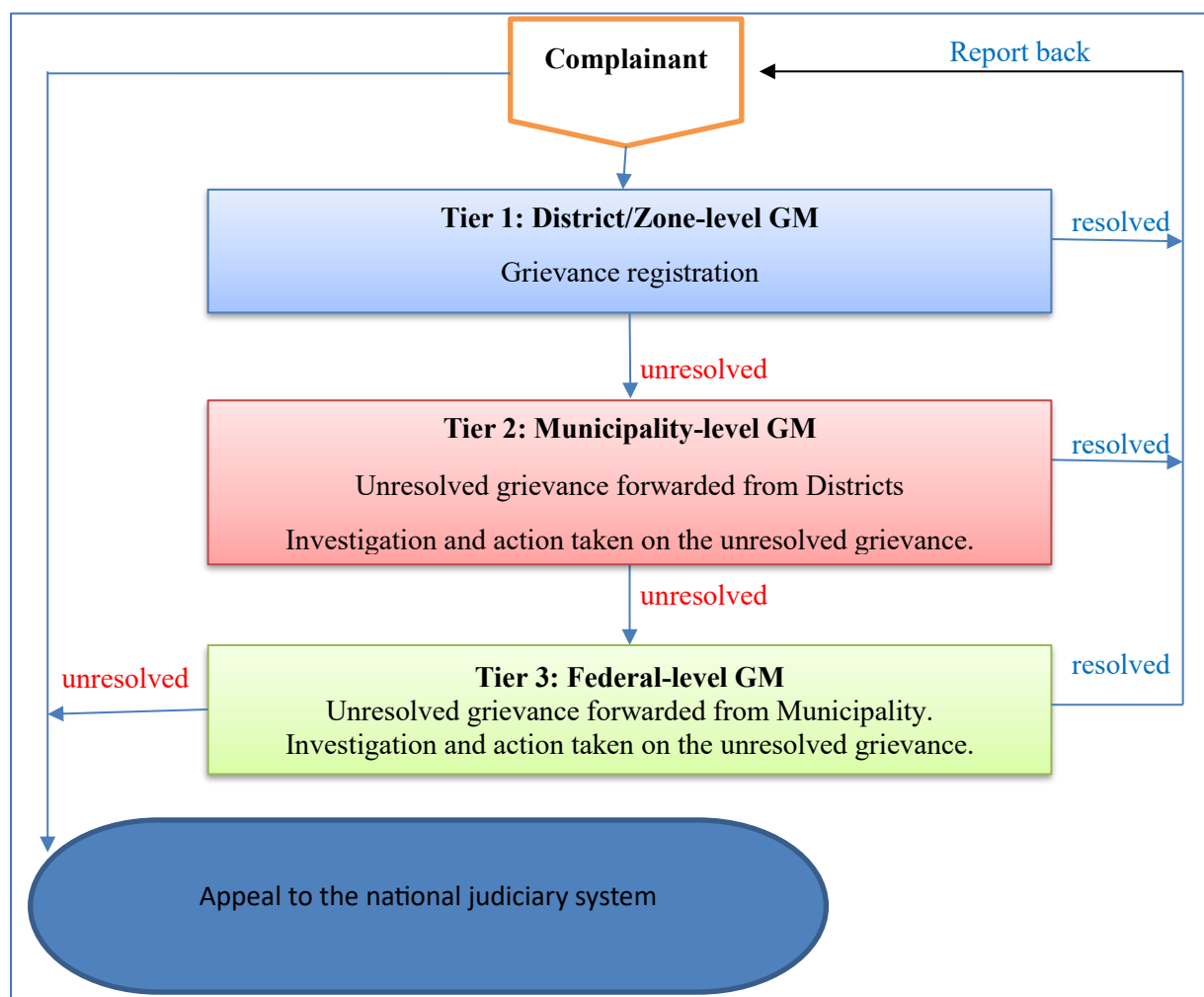


Figure 2: Program Grievance Appeal Process

If not satisfied, the aggrieved person can seek redress through the appeal process. Tier two (the municipal-level GM) GC will be comprised of senior municipality official, representatives from the implementing entities, and supervising consultant, and representatives of the aggrieved. Tier three (Federal-level GM) is comprised of the implementing entities, senior officials from the institutions, and other pertinent ministries or agencies of the federal government. It is important to note that the aggrieved parties are free to escalate their grievances to the national judiciary system at any time without needing to go through the project GM. The program will adopt and operationalise a similar GM structure to handle program related grievances.

The key enhancement will include establishing multiple grievance uptake channels considering literacy, mobility, and disability challenges facing project stakeholders in Somalia. The GM will also provide for safe, confidential, survivor-centred, and ethical reporting mechanisms of SEA/SH incidents.

The Program will establish and operationalize a GM to enable stakeholders to raise issues and for the implementing institutions (MPWR&H, MoTCA etc), to receive, respond to, and promptly resolve concerns. As no program-specific GM is currently in place, the mechanism will be developed and strengthened under the Program to ensure accessibility, transparency, and effectiveness the GM, the implementing institutions (MPWR&H, MoTCA etc), will ensure: functionality of different grievance uptake channels including

grievance box, email, toll free number, text message etc.) to allow for timely submission of complaints. In addition, the GM will be tailored to ensure:

- Documentation of grievance handling process and better coordination across different GM actors (the contractor, district GC and implementing entities);
- Timely resolution of all reported complaints with feedback provided to the aggrieved party on resolution progress;
- Continued training of GM responsible project staff including the GC on the project GM and related processes;
- Continued sensitization of stakeholder on the GM process to facilitate submission of grievances.
- Establishing grievance uptake locations in areas where poor and marginalized people live as a strategy to ease access to the project GM;
- Deploying community-specific communication strategies to allay fears about and increase comfort levels for submitting grievances and
- Where necessary, engage local intermediaries (community based or civil society organizations) to facilitate submission of grievances.

6.3 Workers Grievance Mechanism

The STAIR/S2J Program will establish a functional Workers Grievance Mechanism (WGM) to address workplace concerns and grievances of all program workers. The WGM will be described in detail in the program's LMP and will be accessible to direct workers, contracted workers, and other relevant categories of project workers. The mechanism will provide a transparent and timely process for receiving, addressing, and resolving workplace grievances in accordance with the World Bank Environmental and Social Standard 2 (ESS2) on Labor and Working Conditions. Project workers are expected to fall under the following categories:

Direct workers, such as PIU, PCU and Engineering supervision consultants will have access to a GM managed by their respective employing entities. Workplace concerns may be raised through designated supervisors, focal points, or other defined reporting channels. All grievances and corresponding actions taken will be documented and monitored. Workers will have the option to escalate grievances to higher-level project authorities or designated focal points, including confidential and anonymous reporting where appropriate. Information on grievance procedures will be communicated to workers at the time of recruitment and during program implementation.

Contracted workers, engaged for civil works, equipment installation, supervision, and technical assistance, will have access to GMs established by their employers. Contractors will be required to establish and maintain a grievance mechanism for their workers, including procedures for recording, reviewing, and resolving grievances. Contractors will inform workers of the grievance mechanism during induction and ensure that grievances are addressed in a timely and fair manner. Contracted workers will also have the option to escalate grievances to the designated project authorities or supervising consultants if grievances are not resolved at the contractor level.

Primary supply workers, such as skilled permanent staff of the primary contractor (construction company), skilled workers engaged by sub-contractors (such as heavy machine operators), and unskilled community members engaged by the contractor (such as host community members and IDPs including female workers); Will have access to the worker grievance mechanism established under the Labor Management Procedures and to the Project-level GM for project-related concerns, in accordance with ESS2 and ESS10.

Government civil servants at the FGS, FMS and municipal staff assigned to project activities will access the Project GM for project-related grievances, while retaining access to existing administrative grievance procedures. Other stakeholders working in connection with the project include government civil servants, such as federal, state and municipal officers and district police officers. The civil servants will remain subject to the terms and conditions of their existing public sector employment.

National appeal process: As per the national Labour Code (Article 134), any individual labour dispute can be submitted by any of the parties to the competent district labour inspector for conciliation, where such labour inspector is available. The inspector is mandated to attempt to settle the dispute within 14 days of its submission.

6.4 Grievances Related to Gender Based Violence

The Program will develop and implement a differentiated and sensitive approach for addressing grievances related to Gender-Based Violence (GBV) and this will remain in place for the duration of the program phases of the MPA. This different approach mitigates the risks of stigmatization, exacerbation of psychological harm and potential reprisal. Each Grievance Committee (GC) will have a female GBV focal point who closely works with a female community engagement officer at each implementing entities supported by a GBV specialist at the implementing entities. All GC members, as part of their onboarding process, are provided with training on dealing with GBV related grievances, in addition, they also participate in GBV awareness raising activities targeting the community and the contractors. For anonymity, GBV cases are reported through telephone hotlines responded to by the GBV female community engagement officer. In addition, GBV grievances may be received through multiple safe, confidential, and survivor-centred uptake channels, including designated SEA/SH focal points and the Project grievance mechanism, with options for anonymous reporting. All GBV cases are immediately signposted to service providers in accordance with the program accountability and response framework.

The various service providers who work with the program will have the capacity to provide services such as medical and psychosocial support, emergency accommodation, legal aid and any other necessary services. At the contractor level GM, there will be a GBV focal point who will be a female member of the contractor GC who refers all GBV related cases from workers or community members to the Project GBV focal point. The recording of GBV grievances will be as per the program GBV accountability and response framework which clearly provides how data will be recorded, reported, and stored. The process is based on a survivor centered approach which emphasizes consent, anonymity, confidentiality, empathy, and being non-judgmental.

7. MONITORING AND REPORTING

Monitoring and reporting of stakeholder engagement and E&S performance will be undertaken both internally by the designated implementing entities and externally through independent monitoring arrangements, as applicable, particularly in areas where access may be constrained. Project performance will be monitored against defined indicators, including the number and type of stakeholders engaged during consultations, frequency and content of engagement activities, percentage of grievances addressed within the stipulated timeframe, and the extent to which project activities improve access to infrastructure and services.

E&S aspects identified in relevant environmental and social instruments, including ESMPs and other applicable plans, will also be monitored. These may include occupational health and safety measures, use of personal protective equipment, accessibility of grievance mechanisms, inclusion of vulnerable groups, and compliance with environmental and social requirements.

Periodic monitoring reports will be prepared at defined intervals during project implementation, including monthly and quarterly reports, and will be used to track progress, identify implementation challenges, and support corrective actions where necessary. Where feasible, monitoring tools and digital platforms may be used to support data collection and reporting.

The outcomes of monitoring activities will be shared with relevant stakeholders, including government institutions, local authorities, and affected communities, through appropriate communication channels. Monitoring findings will also inform adaptive project management, strengthen stakeholder engagement processes, and enhance overall environmental and social performance.

Annex A: Sample Grievance Registration Form

COMPLAINANT DETAILS			
Complainant's name (or name of a representative for complainant/s)			
Complainant's address			
Complainant's telephone number and e-mail address (if available)			
Preferred language/dialect of communication			
Complainant confidentiality	I wish to raise my grievance anonymously		
	I request that my identity is not disclosed to anyone internally except the grievance coordinator handling my case		
I would prefer if the person contacting me is:	Male	female	gender does not matter
GRIEVANCE DETAILS			
Date			
Description of incident			
Severity	One-time incident/grievance (date)		
	Recurring (how many times)		
	Ongoing (currently experiencing problem)		
Complainant's request/proposal to resolve grievance (Please explain what should be done to solve this problem)			
Grievance type (environment, human rights, livelihood, health, legal, property, corruption, GBVSEA/SH)			
Level of damage?	low	medium	high
Additional documentation related to grievance			
Verbal Complaint	If complainant is verbal and in the case that the complainant cannot read or write, the grievance coordinator will help to write it down.		

Annex B: Previous Stakeholder Engagement

Key Previous Stakeholder Engagement	Mogadishu (Federal level and aviation institutions)	Haleya–Ina Guha Corridor Area (Somaliland: Hargeisa, Salahley, Ina Guha)	Jubaland (Kismayo, Dolo, Bardhere, Doble)	Southwest (Baidoa, Barawe, Waajid, Dinsoor, and Hudur, Qansax Dheere, Bur Dheere, Buurhakabo and Balidogle)	Hirshabelle (Jowhar, BulaBurde Beledweyne)	Galmudug (Dhusamareeb, Adado, Cabudwaq)
Community Consultations	Consultations were conducted between 13 August and 21 September 2022 with communities and stakeholders to identify infrastructure priorities, improve urban drainage, and strengthen climate-resilient infrastructure. Additional consultations were conducted in March 2025 with aviation stakeholders to assess airport infrastructure needs and safety improvements.	Community consultations were conducted between 19 and 23 June 2025 with local communities, corridor users, and local authorities to introduce the economic corridor project, verify site conditions, and gather feedback on alignment, land use, and infrastructure priorities.	Stakeholder consultations were conducted in March 2025 with local stakeholders and airport users to assess infrastructure conditions and identify priorities to improve airport infrastructure, safety, and connectivity.	Community consultations were conducted in March 2025 with local stakeholders and authorities to identify infrastructure needs and priorities to improve connectivity and infrastructure resilience.	Community consultations were conducted in March 2025 with local stakeholders and authorities to assess infrastructure needs and identify priorities for improving connectivity and infrastructure resilience.	Community consultations were conducted in March 2025 with local stakeholders and authorities to assess infrastructure needs and identify priorities for improving connectivity and infrastructure resilience.
Government and Municipal Authorities	Consultation meetings were conducted between August and September 2022, and additional consultations in March 2025, with federal ministries, aviation authorities, and municipal authorities to support infrastructure planning and institutional coordination.	Consultation meetings were conducted between 19 and 23 June 2025 with district administrations, town authorities, and relevant ministries to support corridor planning and infrastructure development.	Consultation meetings were conducted in March 2025 with Jubaland state ministries and airport authorities to assess infrastructure needs and implementation readiness.	Consultation meetings were conducted in March 2025 with Southwest state ministries and municipal authorities to assess infrastructure priorities and coordination requirements.	Consultation meetings were conducted in March 2025 with Hirshabelle state ministries and municipal authorities to assess infrastructure priorities and coordination requirements.	Consultation meetings were conducted in March 2025 with Galmudug state ministries and municipal authorities to assess infrastructure priorities and coordination requirements.
Federal Ministries and	Consultation meetings were conducted in March 2025 with federal ministries,	Technical consultations were conducted between 19 and 23 June 2025 with	Technical consultations were conducted in March	Technical consultations were conducted in March 2025 with relevant ministries and technical	Technical consultations were conducted	Technical consultations were conducted in March 2025 with

Key Previous Stakeholder Engagement	Mogadishu (Federal level and aviation institutions)	Haleya–Ina Guha Corridor Area (Somaliland: Hargeisa, Salahley, Ina Guha)	Jubaland (Kismayo, Dolo, Bardhere, Doble)	Southwest (Baidoa, Barawe, Waajid, Dinsoor, and Hudur, Qansax Dheere, Bur Dheere, Buurhakabo and Balidogle)	Hirshabelle (Jowhar, BulaBurde Beledweyne)	Galmudug (Dhusamareeb, Adado, Cabudwaq)
Technical Institutions	including aviation authorities and technical institutions, to assess infrastructure needs, institutional capacity, and implementation arrangements.	sector ministries and technical institutions to support infrastructure planning and environmental and social considerations.	2025 with relevant ministries and technical institutions to assess infrastructure needs and institutional coordination requirements.	institutions to assess infrastructure needs and institutional coordination requirements.	in March 2025 with relevant ministries and technical institutions to assess infrastructure needs and institutional coordination requirements.	relevant ministries and technical institutions to assess infrastructure needs and institutional coordination requirements.
Private Sector and Technical Stakeholders	Consultations were conducted between August and September 2022 with utility providers, telecommunications companies, and technical stakeholders to ensure coordination and infrastructure planning.	Technical consultations were conducted between 19 and 23 June 2025 with relevant stakeholders to support infrastructure planning and coordination.	Technical consultations were conducted in March 2025 with airport authorities and technical stakeholders to assess infrastructure needs and coordination requirements.	Technical consultations were conducted in March 2025 with technical stakeholders to assess infrastructure priorities and coordination requirements.	Technical consultations were conducted in March 2025 with technical stakeholders to assess infrastructure needs and coordination requirements.	Technical consultations were conducted in March 2025 with technical stakeholders to assess infrastructure needs and coordination requirements.

Annex C: Stakeholder Consultation Meetings for the MPA Phase 1 Preparation

Date	Location	Stakeholders Engaged	Engagement Method	Key Topics Discussed	Key Outcomes
3 February 2026	Workshop Venue (Government and World Bank Technical Workshop)	Ministry of Finance (MoF), Ministry of Public Works, Reconstruction and Housing (MoPWRH), World Bank Team, UNOPS, Project Technical Teams	Technical consultation workshop	Overview of the MPA framework, phasing approach, readiness criteria, priority investment pipeline, and preliminary institutional and implementation arrangements, which will be finalized internally by the Government	Agreement on the approach for identifying Phase I priority investments and enhanced understanding of the MPA framework
3 February 2026	Workshop Venue	MoF, MoPWRH, World Bank, UNOPS, Project Teams	Technical working session and presentations	Review of ongoing infrastructure investments, lessons learned, technical feasibility, sequencing, and preliminary institutional coordination arrangements	Identification of technically feasible investments and preparation of draft Phase I priority investment list
3 February 2026	Workshop Venue	MoF, MoPWRH, World Bank, UNOPS	Technical consultation session	Assessment of technical feasibility, implementation readiness, affordability, sequencing, and implementation considerations subject to Government confirmation	Agreement on draft Phase I priority investments and indicative pipeline for future phases
4 February 2026	Workshop Venue	Senior Management from MoF, MoPWRH, MoTCA, World Bank, UNOPS	Senior management consultation meeting	Review of Phase I priority investments, strategic alignment with national infrastructure priorities, and institutional coordination arrangements	Endorsement of Phase I priority investments and strategic direction for the MPA
4 February 2026	Workshop Venue	MoF, MoPWRH, MoTCA, World Bank, UNOPS	Strategic consultation meeting	Institutional coordination mechanisms, roles, and responsibilities, noting that institutional and implementation arrangements will be finalized internally by the Government	Agreement on coordination approach, subject to Government finalization of implementation arrangements
5 February 2026	Workshop Venue	MoF, MoPWRH, World Bank, UNOPS	Technical safeguards and readiness session	Environmental and Social Framework requirements, preparation of safeguards instruments, procurement, and implementation readiness	Identification of required safeguards instruments, including ESCP, SEP, and site-specific ESMPs, ESIAs, and RAPs
5 February 2026	Workshop Venue	MoF, MoPWRH, World Bank, UNOPS	Planning and coordination session	Review of readiness gaps, institutional responsibilities, preparation timeline, and confirmation that implementation arrangements will be finalized internally by the Government	Agreement on preparation roadmap and next steps toward project appraisal

Annex D: Stakeholders Consulted (Mogadishu Trunk Drainage Investment under SURP II (Ready Investment under MPA Phase 1))

No.	Stakeholder Category	Institution / Unit / District	Number of Participants	Female	Male	Date(s) of Meeting	Remarks
1	Municipal Leadership and Technical Departments	Benadir Regional Administration and Mogadishu Municipality (Urban Planning, Engineering, District Coordination, Social Affairs, HR, Administration)	20	2	18	20 August 2022, 21 Sept 2022	Provided technical and administrative leadership
2	District Authorities	Mogadishu District Administrations (District Commissioners and Deputies)	16	1	15	13–16 August 2022	Provided district-level priorities and coordination inputs
3	Federal Line Ministries and Technical Institutions	Relevant federal ministries (public works, water, planning, environment, women/human rights)	5	2	3	21 Sept 2022	Provided policy and technical guidance
4	Private Sector and Business Associations	Chamber of Commerce and Industry	10	0	10	25 August 2022	Represented private sector interests
5	Utility and Service Providers	Telecommunications, electricity, water utilities, and infrastructure providers	9	0	9	25 August 2022	Provided technical coordination inputs
6	Internally Displaced Persons (IDP) Representatives	Selected districts in Mogadishu	20	12	8	13-16 August 2022	Represented vulnerable communities
7	Women’s Groups	BRA Women Group and District Women Groups	103	103	0	13-16 August 2022	Ensured gender representation
8	Religious Leaders and Traditional Elders	Religious leaders and traditional elders from selected districts	41	0	41	13-16 August 2022	Provided community leadership and social guidance
9	Peace Committees	District peace committee representatives	16	4	12	13-16 August 2022	Provided conflict sensitivity inputs
10	Youth Groups	District youth group representatives	55	14	41	13-16 August 2022	Represented youth perspectives
11	Persons with Disabilities and Special Needs Groups	Representatives from selected districts	30	12	18	13-16 August 2022	Represented accessibility and inclusion needs
		Total	325	150	175		

Annex E: Priority Investments

Captured below is a daft summary of the proposed priority investments, under STAIR/S2J MPA Phase 1 will include aviation infrastructure, urban climate-resilient drainage systems, and economic corridor development, along with institutional strengthening and project coordination. These investments aim to improve infrastructure safety, strengthen connectivity, enhance climate resilience, and build institutional capacity to support sustainable infrastructure development across Somalia.

Component	Priority Investment	Description	Location	Implementing Ministry	Budget (USD million)
Component 1.A: Safe and Resilient Air Access	Rehabilitation and upgrading of international airports	Provision of airfield ground lighting, safety equipment, perimeter fencing, drainage improvements, and operational safety systems to improve airport safety and compliance with international standards	Mogadishu, Baidoa, Kismayo, Garowe	MoTCA	25.0
Component 1.B: Climate-Resilient Urban Infrastructure	Construction of trunk drainage infrastructure	Construction of approximately 4.2 km climate-resilient trunk drainage system, including conduits, retention ponds, and flood mitigation structures to reduce urban flood risks	Mogadishu	MoPWRH	50.0
Component 1.C: Economic Corridor Development	Development of Haleya–Ina Guha economic corridor	Construction and rehabilitation of approximately 25.7 km priority corridor section, including bypass and climate-resilient infrastructure to improve connectivity and regional trade access	Haleya, Hargeisa bypass, Salahley, Ina Guha	MoPWRH	30.0
Component 2.A: Aviation Institutional Strengthening	Strengthening aviation sector institutional capacity	Development of aviation regulatory systems, training, certification, and strengthening aviation safety oversight capacity	Federal level and Federal Member States	MoTCA	3.0
Component 2.B: Engineering and Infrastructure Capacity Strengthening	Strengthening infrastructure sector institutional capacity	Establishment of engineering regulatory systems, engineering capacity strengthening, and infrastructure planning support	Federal level and Federal Member States	MoPWRH	5.0
Component 2.C: Infrastructure Planning and Coordination	Infrastructure planning, feasibility studies, and coordination	Preparation of feasibility studies, engineering designs, and institutional strengthening for infrastructure development and coordination	Federal level	MoF	2.0
Component 3.A: Air Traffic Management Systems	Installation of airspace safety and navigation systems	Installation of communication, navigation, and surveillance systems to improve aviation safety and airspace management	Mogadishu and selected airports	MoTCA	6.0
Component 3.B: Infrastructure Operations and Maintenance	Infrastructure operations and maintenance systems	Development of sustainable operations and maintenance systems for aviation and infrastructure assets	Federal level and project locations	Ministry of Public Works, Reconstruction and Housing (MoPWRH)	2.0
Component 4: Project Coordination and Implementation Support	Project coordination, management, and implementation support	Establishment of coordination mechanisms, project management, monitoring, stakeholder engagement, and implementation support	Federal level and participating states	Ministry of Finance (MoF), MoTCA, MoPWRH	7.0